

# FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

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Vietnam opens doors to business, Page 4

Acqua	Sch. 22	Indonesia	Rs 3,100	Philippines	Ps. 200
Bahrain	Dr 650	Iraq	Rs 3,50	Portugal	Esc 100
Belgium	Fr 48	Italy	1,1800	S. Africa	Rs 100
Canada	C\$1.00	Japan	Yen 1,000	Singapore	S\$ 1.0
Cyprus	CD 75	Jersey	Ps. 500	Spain	Ps. 125
Denmark	DK 3,00	Kuwait	YD 1,000	Sri Lanka	Ru 20
Egypt	£ 12	Liberia	Le 1,000	Sweden	SEK 100
Finland	Fr 1,00	Lithuania	Lt 1,000	Switzerland	Fr 100
France	Fr. 6,50	Malta	Fr 4,25	Tunisia	MT 500
Germany	DM 2,20	Morocco	Dir 3,000	Turkey	Dir 0,800
Greece	Dr 100	Morocco	Dir 1,000	Turkey	Dir 1,500
Hong Kong	HK\$ 12	Netherlands	Fl. 3,00	U.A.E.	Dir 1,50
India	Rs. 15	Norway	Nr. 7,00	U.S.A.	Dir 1,00

## World news

## Business summary

### Israeli may face early poll

A crucial debate within the Israeli cabinet today could lead to an early general election. Foreign Minister Shimon Peres forecast an election over his proposal for a Middle East peace conference which he will put before a vote of the Cabinet. This plan is opposed by the Prime Minister, Yitzhak Shamir.

In a television interview Mr Shamir reaffirmed his opposition to an international conference and accused Mr Peres of wanting to give up the Israeli-occupied West Bank and east Jerusalem. Mr Peres will ask the cabinet to vote on a proposal for a non-binding international conference leading to direct negotiations between Israel and its Arab neighbours. Page 4

### Punjab violence

Five people have been killed in the north Indian state of Punjab over the weekend. Police have blamed the latest outbreak of violence, the worst this year, on Sikh extremists seeking an independent homeland. Page 4

### Iceland coalition

Iceland's President has asked the Progressive Party chairman to try and form a new coalition government following last month's indecisive election.

### Moscow visit

Britain's Labour foreign affairs spokesman, Denis Healey, arrived in Moscow for arms control talks with senior Soviet government officials.

### Mitterrand on top

President François Mitterrand celebrated six years as France's first Socialist leader with an opinion poll showing he has gained popularity with the electorate.

### Philippine election

The army was placed on full alert as Philippines prepared to go to the polls today to elect a new congress, the first democratic election in 15 years.

### Kim under threat

South Korea's Government may prosecute opposition leader Kim Young Sam for contempt of the state. Page 4

### Malta count starts

Counting began in the Maltese general election after a record turnout of voters. Troops 'sealed' off the building where the count was being held, a former British naval barracks. Page 2

### Pilot's bravery

The pilot of the Polish aircraft which crashed, killing all 132 people on board, abandoned attempts to land at Warsaw airport to avoid the chance of striking the populated outskirts of the capital, airline sources said.

### Airport re-opens

Beirut airport re-opened after being closed for 98 days. The first aircraft to land was greeted with cheering by spectators. Page 4

### Disease outbreak

A type of Legionnaire's disease has affected 200 people at a rubber factory in the Soviet Union, the newspaper *Investigat* has claimed.

### Prisoner dies

Sadamichi Hirasawa, 85, claimed to be the world's longest serving prisoner on death row, has died in a Tokyo hospital. He had been in prison since 1948.

### Marathon winners

Japanese athlete, Hiroshi Taniguchi, 27, won the London marathon in 2 hrs 9 mins 50 secs. The women's event was won by Norway's Ingrid Kristiansen, 31, who finished outside a new world record time. The Geneva marathon was won by Britain's Adrian Hartfield, with Soviet runner Alexandra Tarasova taking first place in the women's event.

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## OECD calls for changes to avert world recession

BY PHILIP STEPHENS, ECONOMICS CORRESPONDENT, IN LONDON

GOVERNMENTS of leading industrial countries have been warned that without a change in their economic policies there is little prospect of a significant reduction in international trade imbalances and a risk that a sliding dollar will tip the world economy into recession.

The warning comes in a study prepared for this week's meeting of finance ministers of the 24-member Organisation for Economic Co-operation and Development in Paris.

It suggests that efforts to stabilise the dollar around present levels will be fruitless unless the US, Japan and West Germany do much more to live up to their commitments to co-ordinate macroeconomic policies.

The study, which coincides with signs that efforts by governments to establish greater co-operation are under serious strain, outlines three possible scenarios for the development of the world economy.

The first assumes that the present thrust of policies in the major economies remains unchanged.

In these circumstances it predicts a small fall in the US current account deficit and in the parallel surpluses in Japan and West Germany.

But the reduction in the imbalances is unlikely to be enough or to satisfy financial markets.

That in turn would risk a renewed slide in the value of the dollar and possible chaos on financial markets.

The study says that this second, or "market-determined," scenario points to sharp rises in US interest rates, much slower economic growth, and possibly, a world recession.

The OECD believes that this danger can be avoided if governments commit themselves to the third, or "policy-adjusted" scenario. That would entail major reductions in the US budget deficit coupled with a sizable and co-ordinated fiscal expansion in Japan and West Germany.

The scale of the required policy changes, however, goes significantly beyond anything that governments of the three economies have so far been able or willing to implement.

The implication - which was also clear from last month's analysis in the International Monetary Fund's Economic Outlook - is that the dollar is likely to fall further against other major currencies.

Continued on Page 20

Editorial comment, Page 16

## IRA funerals pose test

BY HUGH CARNEY IN DUBLIN AND OUR BELFAST CORRESPONDENT

THE FIRST of the funerals of eight gunmen shot dead on Friday night take place in Northern Ireland today, posing an awkward test for the security forces as they cope with the aftermath of the Irish Republican Army's biggest setback for years.

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In

## OVERSEAS NEWS

## Canadian politician resigns

By Robert Gibbons in Montreal

DONALD JOHNSTON, 50, a senior minister in the 1980-84 government of Mr Pierre Trudeau, has resigned suddenly from the shadow cabinet of the opposition leader, John Turner, to speak out against the Meech Lake constitutional accord.

Mr Brian Mulroney, the Prime Minister, and the 10 provinces reached the agreement 10 days ago on a formula to bring Quebec into the 1982 Canadian constitution. The liberal opposition under Mr Turner generally welcome the agreement, while stating reservations about certain aspects.

Mr Johnston, a friend of Mr Trudeau and who sits for a key Montreal riding, has stepped down as Mr Turner's foreign affairs adviser, saying he will attack the formula.

"I see long-term consequences that could radically change the shape of the federation from a political, social and economic point of view and I must speak out on this issue," he said.

Others in the provinces agreed the constitution should recognize Quebec as a distinct society within Canada. All provinces have a veto on constitutional change affecting parliament, the supreme court and provincial boundaries, and can opt out of shared-cost national programmes.

## EC spending limit talks doomed

BY QUENTIN PEEL IN BRUSSELS



Jacques Delors (left) and Onno Rading who face some tough talking

ATTEMPTS by European Community finance ministers to impose a coherent system of spending control on the EC budget appear doomed to failure this week and may be abandoned.

Disagreement between the 12 states on how to fix a ceiling on spending, compounded by their differing priorities on whether the cash should go to agriculture or social and regional policies, coincides with spending estimates for 1988 far in excess of the limit on budget contributions.

Although the finance ministers are supposed to be conducting a thorough debate on the European Commission's proposals to raise their national contributions to the budget between now and 1992, to avoid their perennial budget crisis and allow the two sides to agree equally, there is no sign of any emerging consensus. Hopes are fading, therefore, for any decision in time for the 1988 budget.

The 1987 budget agreed last year at Ecu 36.4bn (£25.34bn) is now said by the Commission president, Mr Jacques Delors, to be in need of an extra Ecu 5bn because of higher agricultural spending and lower revenues than expected as well as a deficit on the 1986 budget.

The ministers will have their first full discussion today on three key issues related to the crisis, on none of which they can agree:

• The future financing pro-

posals of the commission;

• The immediate Ecu 5bn (£3.5bn) gap in the 1987 budget;

• The spending ceiling for 1988 to respect the ministers' own rules of "budget discipline".

Only in mid-week will the commission finally agree its spending draft budget for 1988 and its precise supplement for the current year. But the draft is expected to come "at" about Ecu 43bn, compared with available revenues of about Ecu 38bn, leaving a similar financing gap in 1988 to that in 1987.

Mr Nigel Lawson, the British Chancellor of the Exchequer, and Mr Onno Rading, Dutch Finance Minister, are expected to press for the most rigorous possible interpretation of rules agreed in 1984-85 spending down to one of the two lower figures.

They want strict adherence to the budget discipline formula: that farm spending must grow no faster than the growth rate of EC revenues, taking 1984-85 as the base year; and other spending must be kept to a "maximum rate" calculated for 1988 at 7.6 per cent. On their calculations, the farm budget growth would be kept to less than two per cent.

Others argue that such rigour is unrealistic: after two years in which farm spending has broken through the limits, retaining the base of 1984-85 implies drastic cuts which would be politically impossible. They want to take 1987 as the base year.

The commission's budget plan implies an increase in farm spending of 1.8 per cent on the original 1987 figures—or five per cent if the supplementary budget is assumed to be approved.

France and West Germany have a foot in both camps, wanting to set budget discipline respected (it was the idea of Mr Delors in 1983 when he was French Finance Minister), but also fearing drastic cuts in farm spending.

Whatever the outcome, the commission seems certain to be finalising its spending plans for 1988 without agreement from the finance ministers on the limit and little prospect of them reaching one.

## W Germans remove bar to Ecu

By David Marsh in Bonn

WEST GERMAN banks will soon be able to offer customers bank accounts denominated in European Currency Units (Ecu) as a result of the dropping of objections to the move by the Bundesbank, the central bank.

Confirming its reputation for caution, the Bundesbank has given up its long-standing opposition to developing the Ecu at a time when private use of the European Community's composite currency unit is anyway suffering a fall in popularity.

After previously dragging its feet over the issue for years, the central bank does not look likely to win any plaudits from foreign governments such as the French who have long been championing the Ecu as a means of furthering European monetary co-operation.

The Bundesbank, at a meeting of its policy-making central council last Thursday, agreed to a suggestion by Mr Gerhard Stoltenberg, the Finance Minister, that German residents now should be able to make deposits denominated in the currency unit.

Officials said banks should be allowed to offer Ecu facilities during the next few months, although they added they doubted if this would lead to a run by customers into Ecu accounts.

## Poehl hints at need for tighter US policy to attract capital

BY DAVID MARCH IN BONN

Mr Karl Otto Poehl, the President of the West German Bundesbank, has issued a veiled call for a tighter US monetary policy to attract American capital inflows necessary to protect the dollar against a further damaging fall.

He warned that further depreciation of the US currency could bring both slower growth in West Germany and Japan and a "vicious circle" of higher inflation and more devaluation pressure on America.

Although Mr Poehl did not go so far as to advocate outright an increase in US interest rates, he said American monetary policy would have to take "due account" of attracting substantial net capital inflows to finance the US current account deficit.

Measures to allow monetary policy to take more of the strain as well as to cut US budget deficit, would be welcome. This would mean that the US was adhering to the same sort of disciplined financial "rules of the game" which had produced relative currency stability in the European Monetary System (EMS).

He noted that in recent months the US current account deficit had been financed largely by dollar intervention purchases by foreign central banks, not by net private capital inflows. This was a sure sign that there is political inconsistency, Mr Poehl said.

Although he couched his views in highly-guarded and diplomatic language, Mr Poehl, speaking last week at Harvard

University, delivered an ominous account of risks stemming from present dollar instability.

Mr Poehl's basic thesis is that the international monetary system, after already suffering a highly-disruptive period of dollar "overvaluation" during its exaggerated appreciation between 1981 and 1985, may now be facing a dangerously overdone dollar decline which could dampen international growth at the same time as increase inflation.

He said the so-called "Louvre Accord" in February between the group of five countries and Canada did at least confirm the US shift away from "benign neglect" toward the dollar to active concern.

But Mr Poehl categorically denied that the February agreement was aiming to bring in any kind of "target rates" for the dollar to replace the floating exchange rate system.

A clear hint of the threat to growth in both West Germany and Japan of the current rise of their currencies against the dollar.

He warned that so-called "J-curve effects" under which current account imbalances can persist or even be magnified by appreciation of surplus countries' currencies, "may turn out to be longer lasting than generally assumed."

This would mean that pressure on the foreign exchange market would still be building up for further appreciation of the yen and the D-Mark even after exchange rates had already adjusted sufficiently.

## Bonn prosecutor probes Neue Heimat testimony

BY HAIG SIMONIAN IN FRANKFURT

MR ERNST BREIT, head of the Deutscher Gewerkschaftsbund (DGB), the West German trade union federation, and Mr Volker Lange, senator for economics in the Hamburg state parliament, are to be investigated by the Bonn public prosecutor's office on suspicion of giving false testimony to the parliamentary committee looking into the troubled Neue Heimat property group.

Neue Heimat, which is owned by West Germany's trade union movement, is Europe's biggest private housing company. It has been surrounded by a scandal

## Tension at Malta's polls

BY GODFREY GRIMA IN VALLETTA

SUPPRESSING tension and violence in the aftermath to Saturday's general election result remains a major worry for both Maltese Prime Minister, Dr Carmelo Mizzi and his rival, Dr Eddie French. Adam, opposition and Nationalist Party leaders.

The Prime Minister, on a grueling 16-hour tour of every polling station in Malta and the office island of Gozo on Saturday made it clear his main concern was for law and order to be rigidly upheld, particularly in the hours immediately following the announcement of the result early today.

The leader of the opposition and myself have worked out arrangements to ensure we get out of this campaign as civilized people should. For the two parties it is important which

one decision was for the victorious leader to immediately deliver a televised address to the country. This hopefully will dislodge party supporters from pouring out into the streets to celebrate their party's victory at the polls.

The island's 1,800-strong police force and the 1,000 men serving in the paramilitary task force will remain on full alert.

Lines of communications between the two leaders are to be kept open.

Should he suffer defeat, Dr Mizzi Bonnici insists he will hand over power to French Adam immediately.

## Drop in value of lira creates nervous mood

By John Wyles in Rome

CURRENCY MARKETS in Italy open in a nervous mood as a result of the Bank of Italy's central bank's decision to tolerate a significant fall in the value of the lira against the West German D-Mark.

The Italian currency fell by 1.7 per cent to its lowest level against the D-Mark of DM 275.15 on Friday after only minimal central bank intervention. As a result, the lira was also substantially marked down against other currencies, including the US dollar.

Adding to the uncertainty is expectation of relaxation of exchange controls this week. The government is expected to lift its requirement on purchasers of foreign securities to lodge a non-interest bearing 15 per cent deposit with the central bank.

Italy has European Community permission to maintain this control until December 12.

Explaining its relative inactivity on Friday, the Bank of Italy says it was operating a more "flexible" policy. In reality, it is understood that the central bank is following a lead given by the Bank of France designed to put pressure on the Bundesbank to reduce West German interest rates.

## FINANCIAL TIMES

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## OVERSEAS NEWS

## Brazilian railway project attacked

By Ivo Dowsay in Rio de Janeiro

A ROW has broken out in Brazil over a \$2.4bn ( £1.4bn) railway project aimed at opening up the country's less populated central region with the ports of the north.

First criticism of the North-South railway - the country's most ambitious public works project for a decade - came at Christmas. Several engineers, politicians and economists claimed the 1,700 km railway was too expensive and railway was an inadequate return on the investment necessary.

But President Jose Sarney, backed by the governors of states adjoining the proposed line, argued that the plan promised to do more to open up the country than any public works since the building of Brasilia and its road link to the Amazon city of Belo

Appraisal was given earlier this month for a total \$2.4bn to be allocated to the scheme, with the first tranche of funding, \$540m, due to be authorised this year. Work is expected to begin next month.

The decision to push ahead at a time when Brazil has declared a moratorium on its \$113bn foreign debt, is seeking \$5bn over four years in new money from creditors and faces an economic squeeze at home has sparked a wave of protest.

Mr Alfonso Canales Neto, a senator from the southern state of Paraná, who also seeks a rail link, is calling on the majority Democratic Movement Party (PMDB) to rule the scheme unconstitutional on the grounds that it is not part of the national transport plan.

"It has nothing to transport.

It doesn't have economic viability and it is going to generate more inflation for the country as it will be money badly used," he said.

## Alfonso ready to make 'dirty war' concessions

By TIM COOKE IN BUENOS AIRES

ARGENTINA'S Attorney-General, Mr Juan Gauna, has intimated that the Government does not consider middle-ranking officers guilty of human rights abuses when acting under orders from superiors.

In a report to the Supreme Court, published at the weekend, with a letter to President Raul Alfonsin, Mr Gauna gives the first indication of government policy regarding the future course of human rights trials.

The definition, the torture and assassination of prisoners by junior-ranking officers (those mostly below the rank of colonel) would be excluded from the list of charges in the trials because it can be proved that the officers were not exceeding orders.

Mr Gauna none the less recommended reform of military law preventing "blind obedience" to orders which would involve subordinates in a criminal act.

The issue has been controversial since the Government of President Raul Alfonsin came to power in December 1983 and began investigations into human rights abuses committed by security forces during military rule from 1976 to 1983, the so-called "Dirty War".

The military rebellion last

## McFarlane set for Contra hearing

By STEWART FLEMING, US EDITOR, IN WASHINGTON

PRESIDENT RONALD Reagan's involvement in the Iran/Contra arms scandal is destined to move back to the centre of political debate in Washington this week as Mr Robert McFarlane, a former Reagan Administration national security adviser, appears on Capitol Hill in televised public hearings before the congressional committee investigating the affair.

With much public attention last week focused on the spectacular collapse of Mr Gary Hart's presidential prospects, the first four days of hearings attracted less national attention than the White House might have feared.

Moreover, the first witness, retired Major General Richard Secord, a private citizen when he played his role in the scandal, for all the detail he provided had no dramatic new revelations to offer about Mr Reagan's participation.

Mr McFarlane however - a man so tortured by his role in the affair that he attempted suicide - as a top White House adviser until December 1985 is expected to provide information about what went on inside the White House which will not

be helpful to Mr Reagan. The president continues to insist that, like his fellow countrymen, he is watching the hearings to find out what went on.

The New York Times reported yesterday that Mr McFarlane intended to tell the committee that Mr Reagan ordered the staff of the National Security Council to help arrange support for the Contra rebels seeking to overthrow the government of Nicaragua.

But he will insist, the newspaper says, that Mr Reagan did not say

how it should be done and that neither he nor the president ordered the council to do anything illegal.

Mr McFarlane is also likely to be questioned closely on events at the scandal broke last Autumn. Mr Secord last week indicated that Mr McFarlane was involved in preparing a chronology of events which the former military officer maintained, was inaccurate.

This charge, if correct, points to an early White House attempt to cover up details of the affair.

Canute James on the profitability problems facing hoteliers

## Seasonal troughs batter Caribbean hotels

AS THE peak winter season nears its end, Caribbean resort countries are already assured that this year will see a record number of tourists - which in 1986 topped 6m for the first time. But although the region's hoteliers are savouring increased occupancy levels - despite their rooms being among the most expensive in the world - they are hard put to increase their properties' profitability.

Many of the region's governments now accept tourism as the only means of filling gaps in foreign earnings caused by depressed income from traditional commodity exports. They have all promoted the region, mainly in North America and Europe and, say officials, the effort is paying off.

The Caribbean's tourist industry grew in 1986 by 5 per cent in terms of arrivals, boosted by an increase in the number of US visitors. US tourists account for about 70 per cent of the region's tourism market and last year their number rose by 8 per cent.

It was not only intensive promotion, however, which attracted more visitors. The Barbados-based Caribbean

Tourism Research and Development Centre (CTRC) says the growth in the number of tourists reflected continuing fears about terrorism in Europe and the Middle East.

Caribbean countries are also boosting their efforts to exploit what is accepted as a potentially lucrative European market. The volume of tourists from Europe last year grew by about 11 per cent over 1985. Much of this increase is due to the UK market, which sent over 1.8m to the Caribbean, which sent over 1.2m to the UK.

According to the CTRC's figures, the two biggest Caribbean cruise destinations, the Bahamas and the US Virgin Islands, reported increases of more than 30 per cent last year, while lower but still significant increases were recorded by Antigua, Barbados, Grenada and Martinique.

The CTRC has projected continued growth in the region's tourism, based on expected expansion of the North American and European

markets. Despite the increases in business volumes however, the region's hotels remain among the least profitable in the world because of high operating costs.

Although there have been increases in the volume of tourist arrivals in the Caribbean in 1986, room occupancy rates, a good indicator of utilisation and profitability in the accommodation sector, were generally lower than in 1985.

The study indicated that Caribbean hotels experienced low profitability despite recording revenues about a third higher than the worldwide average. Total revenue per available room was about US\$40,000 per year for Caribbean hotels, compared with \$25,000 in the Pacific and \$30,000 worldwide.

"Income before fixed charges was only \$6,000 per available room in the Caribbean, compared with \$11,000 in the Pacific and \$8,000 worldwide.

The report warns of the potential economic consequences of increasing deaths from the virus: "Cash crop and subsistence agriculture economies could be damaged . . . urban based economies may also be vulnerable, especially if skilled workforces are lost and cannot readily be replaced."

Non-governmental agencies need to pool their information, and programmes should be designed to cope with the impact of AIDS in specific areas, such as mining towns.

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Non-governmental agencies need to pool their information, and programmes should be designed to cope with



## OVERSEAS NEWS

## Toshiba agrees \$240m venture with Motorola

BY TERRY DODSWORTH, INDUSTRIAL EDITOR

TOSHIBA, of Japan and Izumi City, about 220 miles north of Tokyo.

Toshiba will supply its memory chips, which it has developed a world lead in the manufacturing of the most powerful one-megabit products, while Motorola will lend over its know-how to form a field in which it is rated among the top three companies in the world.

Microprocessors, chips which are used to form the "brains" of computers, are the main strength of the US industry.

In addition, each company will have access to some technologies of the other. Toshiba will transfer its process techniques in memory chips, where it has

for its productivity and high yields, while Motorola will allow the Japanese group to buy certain microprocessor components.

Now negotiations on the structure of the new company have been under way for more than four months, with both sides taking a tough stance on certain issues, according to participants.

What has emerged is a dramatic example of the new fashion for joint ventures in the electronics industry—an agreement which brings together two groups which have a commanding position in their chosen fields.

As part of the accord, each company will inject some of its key technologies into the manufacturing venture based at

## Japanese telecoms proposal

By Ian Rodger in Tokyo

JAPAN'S monopoly telecommunications carrier, Kokusai Denshin Denwa (KDD), has proposed that prospective competitors join it in a project to lay a new trans-Pacific cable.

This is the latest twist in the campaign in which Cable and Wireless of the UK is seeking to obtain a stake in Japan's international telecommunications business seems likely to complicate negotiations among the interested parties.

KDD and American Telephone and Telegraph (AT&T) announced 10 days ago that it had begun a feasibility study for their fourth trans-Pacific cable, TPC-4.

This followed the announcement by the Japanese Minister of Posts and Telecommunications, Mr Shunjiro Karasawa, that he no longer opposes the proposal by the International Direct Communications (IDC) consortium, in which C and W

has a leading role, to invest in an independent trans-Pacific cable.

IDC is one of two consortia seeking a licence to compete against KDD in Japan's international telecoms market. The other consortium, International Telecommunications Japan (ITJ), does not

play a low-key role in the storm over alleged Japanese semiconductor dumping in the US and the complaints of US companies over their lack of access to Japan.

## Arms probe company faces fresh crisis

BY KAREN FOSSI IN OSLO

KONGSBERG Vaspesfabrik (KV) of Norway, accused of selling arms illicitly to Iran and the Soviet Union faces a crucial decision on its future today.

High-level meetings were held at the weekend to consider the options.

In early April, when KV reported losses for 1986 of Nkr 389m (£30m) it planned to build its recovery around its defence systems division.

It now seems that it could be between Nkr 500m and Nkr 600m cheaper to form a new company to be called Kongsberg Defence A/S, at a cost of about Nkr 750m, and put the existing group into bankruptcy.

The other option would be to secure a fresh capital injection from the Norwegian Government of Nkr 1.15bn (£100m), an amount the Government is thought unlikely to provide.

This comes at a time when KV is under investigation in Norway, West Germany and the US over alleged violation of Western limitations on technological exports.

Authorities in West Germany are investigating the supply of advanced West German 20 mm

ammunition to Iran, from a company called RhineMetall, which used components supplied by KV.

It is alleged that about 300 weapons were sent to Iran via Turkey.

Last week Norway sent a delegation of government officials to Washington to smooth over separate allegations that KV supplied numerical control systems to the Soviet Union for use in submarines.

Results of the US-led investigation could exclude KV from a large contract to supply the US with components for its Penguin defence missiles.

Kongsberg Trade, another subsidiary of KV dissolved last week, was largely responsible for the arms links. The KV subsidiary was headed by Mr Bernard Green, a Briton, who is accused of giving inaccurate information to US and Norwegian investigators.

Mr Green denies any wrongdoing. He said of the weekend: "In this case there is no question of spying or motives where payment was received... it was nothing of a bad nature. In one way, to say the truth and get it out is a good thing... I'm sure it will be okay now."

## SHIPPING REPORT

### Pressure grows for rise in tanker freight rates

BY HAZEL DUFFY

STRONGLY RISING freight rates were evident in certain dry cargo markets last week, while an upward trend in tanker rates was expected as charterers came under some pressure.

Galbraiths, the London brokers, reported a surge in tankers from the Middle East taking orders where charterers had been waiting for rates to take their normal downward course.

A surge in values and volume took the Baltic International Futures Exchange to its highest point since its debut two years ago. Last Friday, the index stood at 1,063.5 and trading volume rose to 1,211 lots. The strong upward movement was the outcome of demand on the main routes, which have the heaviest weighting in the index.

Beirut airport opens

FLOWERS, flags and cheerers greeted a Middle East Airlines (MEA) Boeing 727 when it landed yesterday to officially reopen Beirut airport after a 9-day shut-down. Reuter reports from Beirut.

MEA, Lebanon's national carrier, halted flights when insurers withdrew passenger cover and the Christian Lebanese militia warned the airline not to use the airport runways.

## World Economic Indicators

TRADE STATISTICS			
March '87	Feb '87	Jan '87	March '86
Exports 6,897	6,933	6,804	5,765
Imports 6,832	7,187	6,731	6,736
Balance -6,435	-6,224	-6,827	-6,971
Feb '87	Jan '87	Dec '86	Feb '86
Exports 15,660	15,421	18,528	17,491
Imports 23,723	26,682	31,255	28,769
Balance -15,065	-12,271	-12,732	-11,368
Exports 73,50	67,73	71,33	72,79
Imports 74,30	70,18	68,12	73,40
Balance -0,50	-2,45	+2,27	+0,39
W. Germany DM/B	Exports 43,83	44,77	43,42
Imports 32,45	31,90	33,07	36,62
Balance +11,20	+8,87	+10,35	+7,82
Japan \$/m	Exports 17,22	14,90	12,66
Imports 10,09	10,80	10,94	10,27
Balance +7,13	+4,86	+8,72	+6,67

Kenneth Gooding on the launch of GM's top-range model

## Senator sales drive aimed at VIPs



The Senator, which is to be launched in the autumn

45 per cent of the \$50,000 sold

there last year.

The UK will be the next most

important market and registrations

there should be between

4,000 and 5,000 a year.

The Senator will be built

alongside the Omega/Carlton at

the Russelsheim factory of GM's

Opel subsidiary in West

Germany.

It shares some key compo-

nents with the Carlton, in par-

ticular GM's new ACT

suspension system, but Mr Flem-

ing says the two models are

very different — much more

than the old Senator was from

the previous Rekord/Carlton.

The new Senator is about

the same overall size as the old

model, but GM says it provides

much more interior space and

is bigger boot.

These include flush glass all

round, an integrated and sealed

front-end bumper and spoiler

moulding, and a special rear-end

design which reduces the accu-

mulation of road dirt.

There are three models in the

new Senator range: a 2.5 litre

saloon, a 3-litre saloon and a

top-of-the-line 3.4 litre CD.

The engines are specially-developed

versions of GM's in-line, six-

cylinder units.

The 2.5 litre develops 145bhp

and gives a top speed of 130

mph, according to GM, while the

3-litre unit produces 177bhp and

a top speed of 137 mph.

The 3-litre cars are fitted with

new four-speed automatic trans-

missions with an electronic

engine-transmission manage-

ment system with three pro-

grammes: for economy, for

power or for winter conditions.

GM claims the economy pro-

gramme produces better fuel

consumption than is possible

with a 5-speed manual trans-

mission.

The CD Senator has an elec-

tronic ride control system

which allows the driver to select

three different shock absorber

settings, controlled by an on-

board computer. This system is

available as an extra-cost option

on the other two models.

The new Senator is about the

same overall size as the old

model, but GM says it provides

much more interior space and

has a bigger boot.

Mr Fleming says that prices

when the cars go on the road

in the autumn, will be 12 to 15

per cent higher than for the

current equivalent Senator

models.

## Snooker thrives in Belgium

By Our Brussels Staff

RILEY LEISURE of the UK has opened its second snooker club in Belgium, where the sport is thriving as a result of television broadcasts of British matches.

Riley, which makes tables and other equipment, now has a club in Brussels as well as one in Liege and hopes to expand elsewhere on the Continent.

Mr Alan Deal, the Riley chairman, said the screening of British snooker matches in the Netherlands and parts of West Germany opened up new possibilities.

In the immediate future, however, Riley expects Belgium to be its most exciting overseas market and claims to be on target for a £2m turnover here this year and up to five more club openings (a typical club investment, he says, might amount to £100,000 to £150,000).

Belgium was fertile territory for snooker, given the long-standing popularity in clubs and cafes of billiards. Raymond Ceuromans of Belgium has been world champion for 20 years but without the benefit of constant exposure on the small screen he sadly lacks the star status of a Steve Davis.

One club manager in Brussels says 80 per cent of those who attend for the first time have seen the game on BBC television.

## FOCUS ON INTERNATIONALISATION OF JAPANESE MANAGEMENT

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Japan Securities is one of the largest securities houses in Japan today, and it is rapidly expanding internationally.

With a 40 per cent lift in pre-tax profits to around Y60 billion anticipated this year, New Japan Securities is firmly entrenched as Japan's largest securities company after the big 4. Ranked by market value its capitalisation of approx. Y1 trillion is now larger than that of its long time US rivals, attesting to its rapid growth.

A growing international and domestic network leaves the company well placed to pursue further growth opportunities. It has established a growing presence in the Euromarket, for example, where it lead managed 6 issues in 1986. New Japan Securities Co. President, Noboru Irie discussed the company's future prospects.

By Brian Robins



Mr. Noboru Irie, President, New Japan Securities Co., Ltd.

## Outpacing Foreign Rivals

### Strong Tokyo market to continue

Robins: Given the company's reliance on commission income, what is your view of the outlook for Japan's stockmarket?

Irie

## UK NEWS

## Rolls allocation cuts profit-taking scope

BY RICHARD TOMKINS

SCOPE for profit-taking on the £1.35bn offer for sale of Rolls-Royce, the state-owned aero-engine maker, has been severely curtailed after the Government's decision to spread the shares among nearly all the 2m people who applied.

Smaller applicants will receive only 150 shares each, so if expectations of a 30p initial premium are fulfilled, people who sell will expect to make a profit of 45p.

That figure will be almost halved by dealing expenses and other costs. There are no special dealing arrangements for small investors, so people who sell will in most

cases have to pay a minimum commission of £20.

This is likely to reduce the supply of stock when dealings begin a week tomorrow, because many applicants will prefer to hold on to their shares rather than sell for negligible profits.

Further upward pressure on the price is likely to come from the other main feature of the allocation – the elimination of applications for more than 100,000 shares. This effectively excludes institutional investors from the public offering.

The portion of the issue which was placed with the institutions be-

fore the public offering has been cut from 80 per cent to 50 per cent, so these investors will have to buy in the after-market to achieve the required size of holding.

The severity of the scaling down is a product of the heavy over-subscription of the offer combined with the Government's determination to avoid a politically unpopular ballot.

The public offering was 9.4 times subscribed, with 2.025m people applying for a total of 3.1bn shares.

The number of applicants approached the 2.3m for British Telecom in November 1984 and was well in excess of the 1.1m for the British

Airways offer three months ago.

Fewer people applied than the 5m who went for TSB last September or the 4.4m who went for British Gas last November. But the Rolls-Royce issue was not aimed at inexperienced investors and the Government was clearly surprised by the response.

Public enthusiasm for the flotation was driven by the sight of the large premiums attracted by earlier privatisation issues and the recent strength of the stock market. The rationing of the shares will inevitably cause disappointment.

There have also been widespread

Rolls-Royce Allocation		
Shares applied for	Shares allocated	
400	1,000	150
1,500	2,000	200
3,000	5,000	250
6,000	7,000	300
8,000	10,000	350
15,000	424	
20,000-100,000	2.5%	
Over 100,000	N/A	

criticisms that application forms for the issue were poorly distributed, so making it difficult for people in many parts of Britain to apply.

BY RAYMOND SNODDY

MR OWEN OYSTON, a multi-millionaire businessman, is likely to take control of News on Sunday, the new left-of-centre newspaper which has run into severe financial problems less than three weeks after its launch.

Mr Oyston, the largest of the paper's individual shareholders, will hold talks today with his financial advisers and Mr Nicholas Horsley, chairman of News on Sunday, on a financial package to save the paper.

Last week sales of the tabloid fell

to 350,000 and at the moment there is only enough money for two more issues. If £1m is not raised urgently for a relaunch, News on Sunday could close before the end of the coming general election campaign.

Owen Oyston is the only serious person who can save us," Mr Horsley said yesterday. The News on Sunday chairman said he would support Mr Oyston taking control of the paper as the only way to ensure its survival.

"I think the odds are better than

Mr Oyston recently sold his chain even that he will increase his investment in the paper," Mr Horsley added.

of 100 estate agencies in north-west England to Royal Assurance for an estimated £30m. He says he is prepared to look seriously at putting more money into the paper but only if it has a viable future.

"I think there has to be a complete review of the paper in terms of a new business plan and re-launch," said Mr Oyston.

## GEC and Plessey face £80m shortfall over delays at BT

BY TERRY DODSWORTH AND DAVID THOMAS

GENERAL ELECTRIC Company and Plessey, the two main suppliers of public telephone exchanges in the UK, face a shortfall of up to £80m in sales to British Telecom (BT) over the next year because of delays in its installation programme.

The cuts of up to 25 per cent in deliveries follows a period in which both GEC and Plessey have overcome production difficulties with the new digital System X exchanges that they are now supplying.

According to BT, the subsequent acceleration in deliveries of System X has caused part of the hiccup in the present installation programme, because the company is having to cope with a backlog of exchanges to connect to the network.

In addition, the last tranche of orders for public exchanges was held up for about three months because the contract involved particularly difficult innovations.

The contract should have been placed at the end of last year, but was eventually awarded in March.

Because of these delays BT has fallen badly behind in its schedule for taking delivery of new exchanges.

GEC and Plessey are the two main public exchange suppliers, although BT also buys switches from Thorn Ericsson, the joint venture between Thorn EMI of the UK and Ericsson of Sweden.

BT says the shortfall in deliveries during the current financial year is a one-off event which has no implications for its determination to improve its network by introducing modern exchanges.

It is not yet clear what the impact of the shortfall on every supplier will be, or to what extent Thorn Ericsson – which had about 15 per cent of the latest batch of orders – might be affected.

Some City of London analysts, however, believe they may have to reduce their profits forecasts for the two main supplier companies in the light of the cutbacks.

## Drug research bill to top £500m this year

BY TONY JACKSON

BRITAIN'S DRUG industry intends to spend more than £300m this year on research and development (R&D). This would be 11 per cent of the national total for industrial R&D, although the industry accounts for less than 2 per cent of Britain's industrial output.

In evidence to the House of Lords Science and Technology Committee, the Association of the British Pharmaceutical Industry says the industry is ahead of any other in its research spending.

The £300m figure amounts to around 15 per cent of its UK-based sales, including exports. This is claimed to beat other research-intensive industries such as aerospace, where R&D spending is put at about 12 per cent of sales.

The association remains unhappy about the return on this outlay. Its evidence dwells on a recurrent theme for the industry, the length of time for which expensively developed drugs are protected by patent.

Although most patented products in other industries enjoy a full 20 years of protection, the association says, the average time allowed for a new drug is only eight years, and failing.

This is caused by the increasing time required to get drugs through

the regulatory processes to the market. In 1986, the average time taken between UK patent filing and the marketing of medicines was 12 years. "In the future the effective pharmaceutical patent term is projected to fall even further," the association says.

"Medicines entering the Japanese and American markets in the 1990s will have more than twice the period of protection available to pharmaceutical innovations on the British home market. This could crucially undermine pharmaceutical R&D in this country by the year 2000."

The association is also unhappy about the level of fundamental research spending in the UK. "If the British academic biological and chemical research and higher education communities were to be 'deskilled', then the long-term outlook for science-based industry in the UK would be bleak."

While the industry continues to lobby parliament for extension of patent protection, it is also pressing for faster approval of new drugs. The Department of Health recently appointed Mr Peter Cunliffe, who retired in March as head of the pharmaceuticals division at ICI, to lead an inquiry into the working of the medicines licensing authority.

## Pru handles £7bn in pension funds

BY ERIC SHORT

PRUDENTIAL PORTFOLIO Managers (PPM), the investment management arm of the Prudential Corporation and Britain's largest life assurance and financial services group, has become one of the largest fund in the pensions field.

It was already the largest fund manager in the UK through investing the various funds of its parent company.

Mr Mick Newmarch, chief executive, told the company's investment seminar last week that PPM now handles £7bn of pensions money

out of the £21bn of funds under management.

The greatest growth sector has been in the field of segregated pension fund management, where pension fund portfolios are handled on an individual basis.

Until recently, this pension investment sector has been dominated by the merchant banking groups. However, in the five years since PPM decided to be a major player in the field, funds under management have risen to £2bn.

## If training has made your company more competitive, let's see you compete.

Last month, the Manpower Services Commission announced the launch of the National Training Awards.

The scheme is designed to focus attention on an area where investment and effort has gone unrewarded for too long.

The Awards themselves will be presented in November with extensive media support.

For the winners, they will provide some richly deserved publicity and prestige.

For industry in general, it's hoped that the Awards will encourage others to begin or expand their own training programmes.

The National Training Awards are open to any organisation in Great Britain, regardless of size, able to show that its training, of whatever sort, has helped it run more smoothly.

Already the Awards have the backing of the CBI, the TUC and Channel 4's 'Business Programme'. Now all they need is yours.

The closing date for entries is June 12th. For details, fill in the coupon or phone 0800 100 100 free, and ask for National Training Awards.

Mr/Mrs/Miss/Ms

Title/Position:

Name of Organisation:

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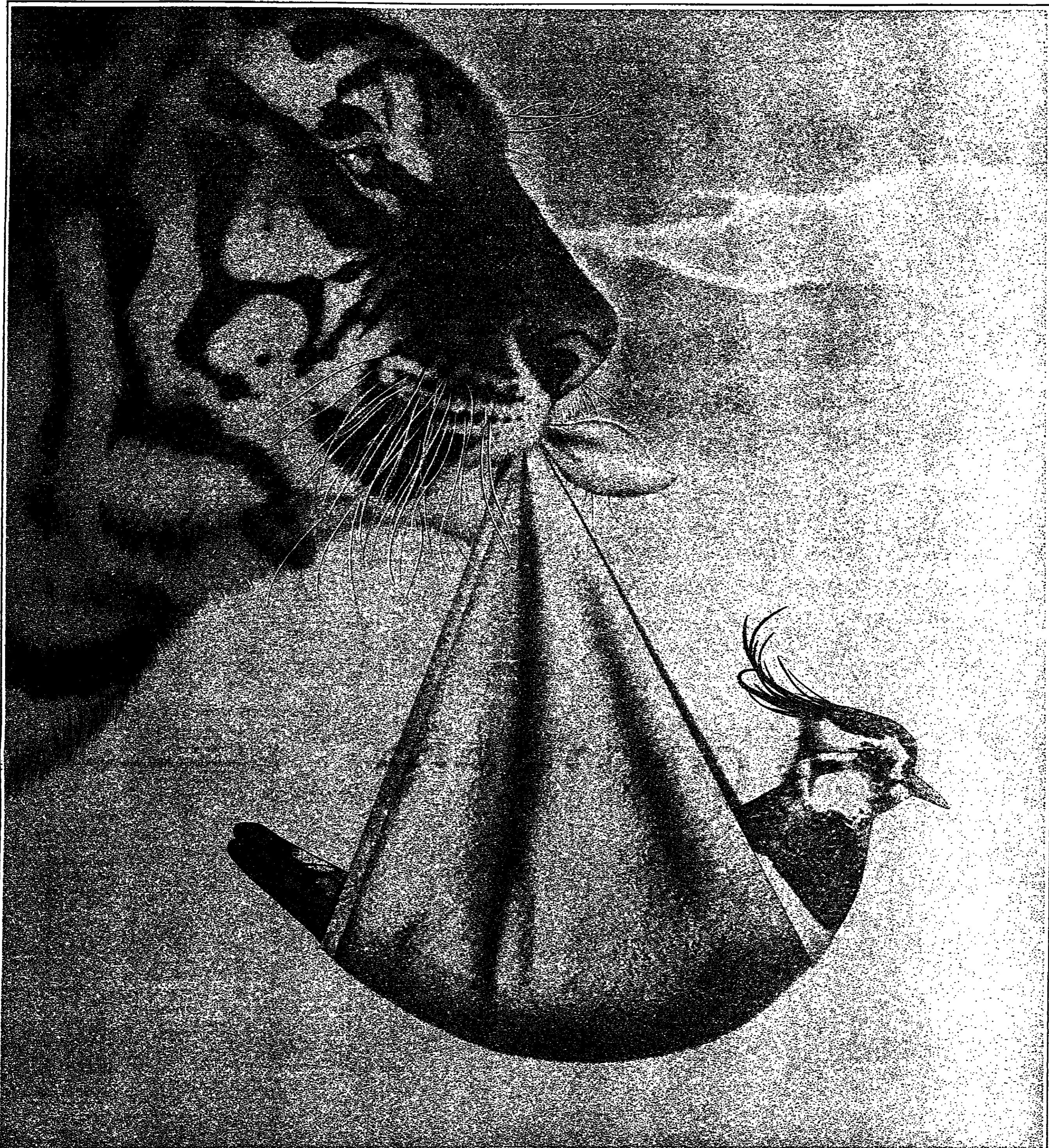
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## Birth of a great idea.

In the last 300 years, around 300 species of birds have vanished from the world. Many are still threatened today, and in Britain these include the snipe, corncrake, and barn owl. Even the lapwing is less common.

Any ideas to help reverse the situation must be welcome, and this European Year of the Environment sees the birth of a new scheme to recognise outstanding achievements in the field of wild bird and countryside conservation.

Sponsored by Esso, it is called the RSPB Birds and Countryside Awards.

To encourage as many people as possible to get involved, there are four different award categories; individual, industry, media and European.

In addition we will be giving our own Esso award.

As a result, a wide variety of subjects will come under the spotlight, from habitat creation and improvement to the fight against pollution, protection of rare species, showing people wildlife and contributions through journalism.

The 1987 awards will be given at a special lunch in London in July, and nominations are now being judged.

For more information about the scheme, we invite you to write to RSPB, The Lodge, Sandy, Bedfordshire SG19 2BR.

You could, after all, be carried away with ideas.



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## UK NEWS

### Politicians look to the tea leaves

Peter Pulzer analyses last week's local election results as parties prepare for a national poll

READING POLITICAL signs is an art like any other, not so difficult to learn provided certain rules are kept. Last Thursday's local elections do not predict the outcome of a June general election, but they give us the odds at the starting gate.

We do, for once, have real votes cast by quite a lot of real people. Thirty million electors were entitled to vote and more than half of them did so, rather more than usual. There were more than 12,000 seats at stake, with only Scotland and Greater London excluded, except for some by-elections.

Though we can all have fun arguing over decimal points, the general message is pretty clear. However much we may dislike the thought, local elections are a kind of opinion poll. The overall fluctuations of seats won, the broad sweep of gains and losses from one year to the next, correspond well to what the opinion polls tell us and what we sense of the public mood.

One group of boroughs, admittedly not a representative sample, that vote in three years out of four, are those in the former Metropolitan counties. The annual variation in the parties' share in these boroughs makes the point.

According to Marples' April opinion poll, there has been a swing of 3 per cent to Labour in Scotland and of 1 per cent to the Tories in Greater London, although local by-elections, including several on May 7, paint a somewhat bleaker picture

What is true is that Conservatives tend to underpoll at local elections, at least when they are in government, to the benefit of Labour and the Alliance, as evidence from both 1983 and last week shows. But that factor, too, is quantifiable and can be built into our odds.

Given that, what are the answers that 15m people gave on Thursday? That the Tories did well, though not outstandingly, that Labour did very badly and that the Alliance did creditably, but no more than that.

The first rule to observe is to compare like with like, that is the local elections of May 7 1987 with those of May 3 1983, when the same seats were contested. There is a four-year term of office for local councillors.

To compare last Thursday's local elections with the 1983 general election is interesting but misleading, not only because some people vote differently in local and general election

tions, but because one month, especially during an election campaign, is a very long time in politics.

When Labour's spokesman, Dr John Cunningham, claimed a 5 per cent swing in Labour's target seats on Friday morning, he was comparing local with general elections.

Compared with May 1983 the Conservatives had a net gain of 78 seats. Against that, one has to consider that they lost about 100 of the 1983 wins in by-elections and so started from a slightly lower threshold, and that Independents, whose supporters are more likely to be Conservatives than not, suffered a net loss of 264.

That means that the Conservatives enter the general election

south Polytechnic, the Labour share rose in six and fell in 24.

In part, the losses are explained by the Alliance improvement. But more ominous is the fact that in 19 of these 30 seats Labour has done worse in relation to the Tories than in May 1983. The only regional variation of note is the Labour disaster in the Midlands of England.

Elsewhere, whether north or south, good and bad performances cancel each other out. For the Alliance the news is both good and bad.

Its performance is at least 5 per cent better than in 1983, with a net gain of 388 seats, on top of about 120 by-election gains. But it appears for the moment to be stranded on a plateau. Its great local government

**6 The swingometer is, for the moment, out of commission?**

campaign about 2 per cent below the equivalent position in 1983. Since they can afford to lose about 5 per cent of their 1983 share, at least if the Opposition parties continue to share the remainder fairly evenly, that is not a bad starting position.

Labour did distinctly worse. Its net losses were 220 seats and there have been almost no by-election gains to raise the threshold. In the 30 Conservative-held marginal seats analysed by Dr Colin Bellings and Dr Michael Thrasher of Plym-

breakthrough came in the county council elections of 1983. Since then it has held the share of the vote gained then, but not improved on it. What has changed is that the Alliance is now targeting its efforts more effectively, so that it no longer suffers as disproportionately from the electoral system as it used to.

What is interesting is the source of its gains. Of its 35 net gains in the metropolitan boroughs, 19 came from Labour and 16 from the Con-

servatives. Outside the metropolitan areas a large minority of its gains also came from Labour. The image of the Alliance as a refuge for mid-term Tory malcontents is in need of revision.

While the global shifts of opinion are good guide to the state of national and even regional opinion, it is much more risky to project the outcome in individual constituencies from ward aggregates. At that level local factors, including the personalities of the candidates, cannot be ignored. For instance, on the basis of precedent the Alliance is much more likely to hold Leeds West and Plymouth Devonport than to gain Liverpool Garston or Eastleigh.

Hence also the widely made, but mistaken, assertion that there were no signs of tactical voting on Thursday. Like must again be compared with like. There is no "tactical" reason why a Labour supporter should not vote Labour in a winnable ward,

even though his parliamentary seat is a Tory/Alliance marginal.

What happens to his vote in June - or to that of third-place Tory or Alliance contenders - remains an unknown and potentially crucial factor.

Three conclusions stand out from Thursday's voting. The first is that the party battle remains, as it has been for the past five years, three-cornered. The second is that the Labour Party's electoral handicaps have not gone away. The third is that the Alliance remains this side of a breakthrough.

That does not make prediction any easier. More than at any election there will be 850 individual battles, as well as a national one, as the three parties - and four in Scotland and Wales - try to take advantage of an electoral system best suited to straight fights.

The rival claims that the parties will make, acknowledge the new rules of the game, however much some of the players may dislike them. Large shifts and surprises are much more likely at the constituency level than at the national. The swingometer is, for the moment, out of commission.

\* Peter Pulzer is Gladstone Professor of Government and Public Administration, Oxford, and Fellow of All Souls College.

#### PERCENTAGE SUPPORT FOR PARTIES, 1983 AND 1987

	Local Elec. Opinion Poll		General Election		Local Elec. Opinion Poll	
	1983	Average, early May 1983	1983	Average, May 1987	1987	Average, late April 1987
Conservative	40.5	46.5	43.5	38.5	42.2	
Labour	34.5	33.2	28.3	31.5	30.6	
Alliance	22.0	18.5	26.0	27.0	24.1	

(Northern Ireland omitted throughout)

#### Seats won in Metropolitan Boroughs 1982-1987

	1982	1983	1984	1986	1987
Labour	462	522	573	596	515
Conservative	233	190	150	218	216
Alliance	74	65	75	105	104

(Others omitted: 1987 figures adjusted for multiple vacancies in Liverpool)



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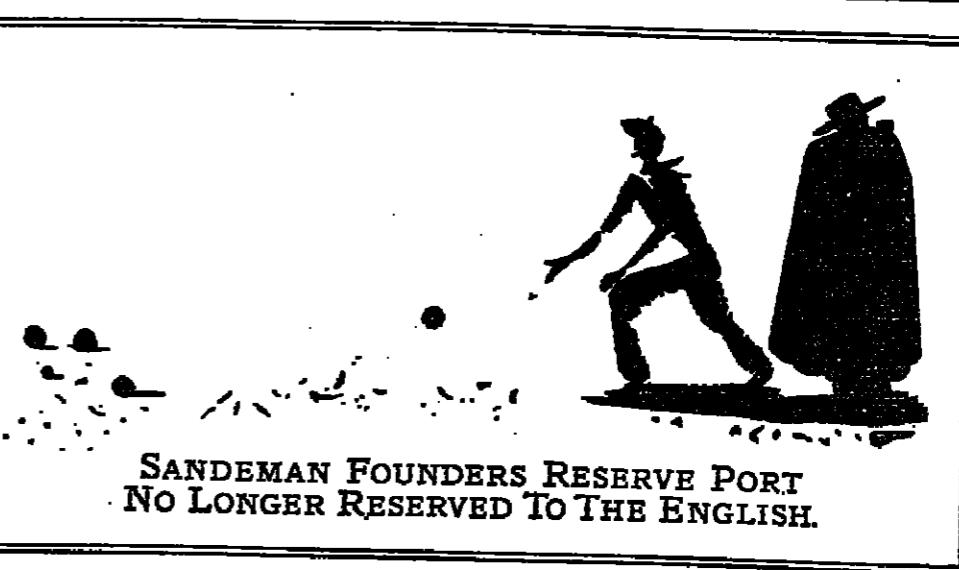
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## UK NEWS

Raymond Hughes examines a journalist's refusal to disclose his sources

## Law finds an unfortunate victim

THE 1986 Financial Services Act, as Lord Justice Slade said in the Court of Appeal last week, was designed to give teeth to the 1985 Company Securities (Insider Dealing) Act. The intention was that the teeth should bite on those involved in what another judge described as "the evil of insider trading".

It is unfortunate - and the source of a certain amount of embarrassment - that the teeth have in fact closed around the ankle of a financial journalist who everyone accepts is entirely innocent of the evil the law is seeking to root out.

Mr Jeremy Warner, now business correspondent of the *Independent* newspaper and formerly with *The Times*, faces the prospect of being the first person to be punished under the 1986 Act. He has refused to answer questions put to him by Department of Trade and Industry (DTI) inspectors appointed to investigate leaks of price-sensitive information from the Office of Fair Trading, the DTI or the Monopolies and Mergers Commission (MMC).

Mr Warner, with the wholehearted backing of Mr Andrew Whitton Smith, the editor of the *Independent*, has taken a stand on what he regards as his professional right and obligation as a journalist to maintain the confidentiality of the sources of information on which he based articles about two takeovers.

On the face of it a classic test case requiring a balancing of conflicting public interests: in the prevention of crime and in the free flow of information to the media, which largely depends on informants being assured that their identities will not be revealed.

And so, to a large extent, it is; though it may not be the ideal case for testing an issue of principle, inasmuch as Mr Warner's articles were not exposing wrongdoing but were simply "scoops" about the then unpublished intentions of offi-

cials or ministers. While that does not detract from the professional rectitude of his stand it might be thought to diminish its ethical force.

In November, 1985, in an article in *The Times*, Mr Warner referred to the "unconditional clearance" by the MMC of a bid for Matthew Brown, the Blackburn brewer, by Scottish and Newcastle Breweries. The Commission, he wrote, "has concluded... that a takeover by S&N would not operate against the public interest. Contrary to stock market speculation, there are no conditions attached to the findings which are due to be published next week."

In October, 1986, Mr Warner wrote in the *Independent* that the Trade and Industry Secretary "looks certain" to reject a bid by Strong & Fisher for fellow tanner and manufacturer Garnar Booth to the Commission.

The inspectors, Mr John Lindsay, QC, and Peter Crozier, suspected that the articles were based on information leaked by at least one civil servant. They asked Mr Warner how it was that he had been able to express confidently the outcome of official decisions that had not been made public.

Mr Warner declined to give any information about his sources and the inspectors invoked the 1986 Act.

Section 177 of the Act gives the inspectors the power to require any one to give them information. If that person refuses to co-operate the inspectors can complain to the court. If the court decides that the person has no "reasonable excuse", it can treat the refusal as contempt of court, and impose punishment.

The Act thus gives the inspectors a power to demand information that is without precedent in any other area of English law.

That parliament should have granted such a unique power is an

indication of the depth of concern about the insidious and highly damaging spread of insider trading, the difficulty of uncovering it and the need to bring offenders to book.

Section 10 of the 1981 Contempt of Court Act says that journalists can refuse, in court proceedings, to disclose their sources, unless the court is satisfied that disclosure is "necessary in the interests of justice or national security or for the prevention of disorder or crime."

The Court of Appeal, in deciding that Mr Warner must reveal his sources, held that section 10 did not directly apply because the inspectors were not a "court".

The question was whether he had a "reasonable excuse" under the Financial Services Act. However, if he had been able to invoke section 10, he would have had a "reasonable excuse" for not answering the inspectors' questions and he could not be put in a worse position simply because the inspectors were not a court, the appeal judges decided.

The inspectors, therefore, had to satisfy the court that Mr Warner's information was necessary for the prevention of crime.

The inspectors' inquiries had suggested that the insider dealing they were investigating was on a very large scale - more than £15m by one ring alone. Mr Warner, they said, was among a very small number of disinterested witnesses available to them, and in some matters the only one.

When the case came before the High Court Mr Justice Hoffmann was not satisfied that the inspectors had shown that disclosure would prevent further insider dealing, and that Mr Warner's evidence was, therefore, "necessary for the prevention of crime."

Overturning that decision, the appeal judges said that Mr Justice Hoffmann had set a too stringent test for the inspectors, who could

not reasonably be expected to reveal all the information they already had and risk prejudicing their investigations.

In effect the appeal court held that, if inspectors say they need particular evidence that should be good enough for the court.

"They, better than anyone else, must know what information they need," said Lord Justice Slade, though he did say that the court should not simply "rubber stamp" the inspectors' views.

The inspectors were investigating crimes; Mr Warner's information was likely to be of substantial assistance to them; the inescapable conclusion was that disclosure of his sources was necessary for the prevention of crime; accordingly he had no reasonable excuse, the court concluded.

The judges, like the inspectors, made it clear that they were not anxious to see Mr Warner punished. Lord Justice Slade fully accepted the principle that responsible journalists should generally be entitled to protect their sources. He hoped that all journalists would accept that that right must be overridden in the exceptional case where it was necessary for the prevention of crime.

The judges adjourned the matter until next month to consider what, if any, punishment to impose, and also to give Mr Warner an opportunity to change his stance - something which he has made clear he has no intention of doing.

The court will have to impose some penalty, if for no other reason than poor encouragement les autres. They are unlikely to send Mr Warner to prison and will probably impose a not over-large fine.

In any event, Mr Warner has been given leave to appeal to the Law Lords, so it will be many months before any punishment becomes effective.

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## Barings to sell lease on City HQ building

BY DAVID LASCELLES, BANKING EDITOR

**BARINGS**, London's oldest merchant bank, is to sell the lease on its building in Bishopsgate in the City of London to realise new capital.

The decision has been partly dictated by Barings' determination to avoid having to go public, as most other merchant banks have done in recent years to tap new sources of capital.

The lease is valued in the company's 1986 accounts at £34m, but it

expects to raise much more than that.

Mr Andrew Tuckey, a Barings director, said: "Dereliction has produced more opportunities than ever before to invest capital in our own business, and this is what we are doing."

The transaction will not sever Barings' connection with the site, which it has occupied since 1866.

Under a complex arrangement

Barings remains the freeholder. However, it has leased the site for 999 years to the electricity industry pension fund which has, in turn, leased it back to Barings for 250 years. It is this second lease which Barings is offering for sale.

The lease enables the holder to just under 40 per cent of the rental income from the building, with the remainder going to the electricity industry pension fund.

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## UK NEWS

## EC farm policy blamed for 450,000 job losses

BY DAVID BLACKWELL

ABOUT 450,000 people in the UK are out of work as a direct consequence of the European Community's Common Agricultural Policy (CAP), according to the initial results of a study being undertaken for the Australian Bureau of Agricultural Economics.

The UK had suffered from CAP more than France, West Germany or Italy, Dr Andy Stoeckel, director of the Centre for International Economics in Canberra, told an international meeting held at the weekend at Steyning, West Sussex, to

consider the economic effects of the farm support policies.

Without CAP price supports, he said, the output of the UK's manufacturing sector could have been £2bn greater, and the output of the service sector nearly £1bn greater in 1986 values.

He estimated that CAP had cost the Community as a whole some 1m jobs.

The burden imposed by the CAP on the Community was not just a matter of surplus production, stock

disposal or even over-spending, he said.

The taxes required to fund the subsidies and the trade restrictions to support the food producing and food processing sectors had become so large that manufacturing competitiveness and job opportunities were being lost.

This misallocation of resources to the food sector worsened unemployment, particularly in the Community's manufacturing sector, Dr Stoeckel told the conference.

## Move to curb fish quota abuse

BY LUCY KELLAWAY

THE BRITISH Government plans to tighten the law on the registration of British fishing boats in an effort to stamp out "quota hopping" - whereby foreign ships use up part of the quota allocated for UK fishermen.

Mr Michael Jopling, agriculture minister, told the National Federation of Fishermen's Organisations at the weekend that new rules

would prevent boats registering in the UK unless they were owned by UK citizens who are also resident in the country.

Under the present system foreign owners can register boats in the UK with little difficulty. This has been subject to widespread abuse, in particular by Spanish companies.

British fishermen have been outraged at having their quotas used

up by foreign boats.

It had been feared that any attempt to tighten the rules could be illegal under EC law. However, the European Commission has indicated that the rules would be acceptable.

Mr Jopling said the legislation, which would be introduced as soon as possible, could not be applied retrospectively.

## Truck groups level in race for sales

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

THE TWO newly-merged truck companies which dominate the UK market were neck and neck in their race for leadership, by the end of last month.

In the first four months of this year, IVECO Ford Truck, with 4,222 vehicles over 3.5 tonnes gross weight registered, captured 22 per cent of the market and Leyland DAF, with 4,281 sold had 22.25 per cent.

However, if Leyland DAF, 60 per cent controlled by interests in the Netherlands and 40 per cent by the state-owned Rover Group of the UK, lives up to the past performance of its constituent companies, it should move steadily into the lead during the rest of this year.

While the merger, completed last month but signalled earlier in the year, seems not to have dented Leyland truck sales, the Society of Motor Manufacturers and Traders statistics show that DAF sales have fallen sharply.

In April, 181 DAF trucks were registered against 336 in the same month last year. In the first four months of this year, DAF sales were down from 1,079 to 896, or by 17 per cent.

In contrast, Leyland truck registrations rose from 938 to 963 in April and for the year so far they slipped only a little, from 3,437 to 3,370.

Iveco Ford, formed nearly a year ago from the UK operations of IVECO, the Fiat-owned company, and Ford of Britain, has regained a considerable part of the ground it lost in the early part of 1986. Its sales in the first four months of 1986 were 20 per cent below this year's level at 3,278.

The battle for leadership is taking place against the background of relatively weak demand - total registrations of trucks over 3.5 tonnes were down by 10.8 per cent to 19,170 in the first four months as potential buyers held back to see whether there would be a general election and which party was likely to win.

Among the other major truck companies in the January-April period, registrations by Daimler-Benz of West Germany, in third place have slipped from 2,616 to 2,602, whereas sales by fourth-placed Volvo of Sweden are up from 1,620 to 1,994.

Total sales of new commercial vehicles fell by 12.95 per cent in April to 22,881. Sales in the first four months were, however, 2.8 per cent ahead at 108,782.

The importers' share of the total market during April was 40.22 per cent against 41.95 per cent in the same month in 1986. Their share in the first four months was 36.84 per cent, compared with 41.73 per cent a year ago.

## Allied to brew more Australian lagers

By Lisa Wood

ALLIED LYONS, the food and drinks group, is to brew and distribute in the UK two Australian lager brands owned by the Bond Corporation of Australia under a licensing agreement.

Allied already brews under licence Bond's Castlemaine XXXX brand which has contributed to the growing strength of Allied's lager portfolio. The new brands to be brewed under licence are Swan Premium Export Lager and Swan Special Light Lager.

The brands are at present sold in the UK by Bass and Courage. It is understood that these two brewers will continue to sell the brands.

Mr Peter Beckwith, managing director of Bond Corporation, said in a statement:

"The excellent performance of Castlemaine XXXX in the UK has clearly demonstrated to us the expertise that Allied has in beer marketing and we are delighted that these skills will now be used to promote the Swan brands in the UK."

Lager is the growth sector of a stagnant UK beer market with brewers concentrating attention on the development and marketing of their lager brands.

## Range Rover output overtakes Land Rover for first time

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

PRODUCTION of the luxury four-wheel-drive Range Rover has for the first time overtaken output of its more utilitarian stable mate, the Land Rover.

By the end of this year, when the Land Rover company expects to make about 45,000 vehicles - up from 41,000 in 1986 - at least half are likely to be Range Rovers.

The change shows that Land Rover's shift of emphasis from the "workhorse" vehicles to the Middle East and African markets - where demand has dried up because of shortages of foreign currency - to high specification vehicles for the developed markets is beginning to pay off.

The company, part of the state-owned Rover Group, yesterday said it had record Range Rover sales in continental European markets in the first four months of this year. Registrations rose by 56 per cent

The company recently took on 600 extra people to lift output.

**Rolls seeks bigger sales in Japan**

BY OUR MOTOR INDUSTRY CORRESPONDENT

AUSTIN ROVER's subsidiary in Japan is to distribute Rolls-Royce and Bentley cars in that country's most important market areas. The arrangement is expected to nearly double Rolls-Royce and Bentley sales from 54 last year to about 100.

In a separate development yesterday, the state-owned company also said it was to step up production of the Metro small car and hoped to introduce overtime working for the first time since July 1984.

Austin Rover Japan, set up in spring 1983 when the UK company took over its own import arrangements in Japan, will sell Rolls-Royce and Bentley cars through its dealerships in Tokyo, Kanagawa, Osaka and Hyogo under the terms of a deal completed with Cornes and Co, the sole importer to Japan and part of the Hong Kong-based Wharf Group.

The Rolls-Royce models will join Austin Rover's line-up by Rover Sterling (made locally on the UK company's behalf of Hinode), Montego, Maestro and Mini models.

Austin Rover Japan also distributes cars from Peugeot of France through its network.

At the Longbridge, Birmingham, factory, more than 1,000 employees have been asked to volunteer for overtime on Saturday mornings and two extra hours during the week to cope with new production targets for the Metro.

Output of the car is to be increased from 3,350 to 4,000 a week by the end of May.

Austin Rover said demand for the Metro had increased both in export markets and the UK where it has benefited from a low-cost finance promotion and a new advertising campaign designed to give the car more personality and make it more attractive to young people.

General Motors, the Vauxhall-Chevrolet group, quickly followed its major rival Ford in putting up car prices. GM said yesterday it had increased prices by an average of 2.1 per cent, exactly in line with the Ford rise but slightly below the 2.4 per cent increase announced by Austin Rover a week ago.

Examples of new prices, including all taxes, are Nova two-door saloon £4,622 (up from £4,527), Austin 13 1 three-door hatchback £6,776 (£6,686), Cavalier 1.6 £7,733 (£7,556) and Carlton 1.8 £9,954 (£9,620).

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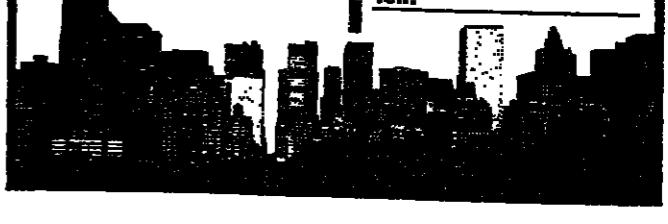
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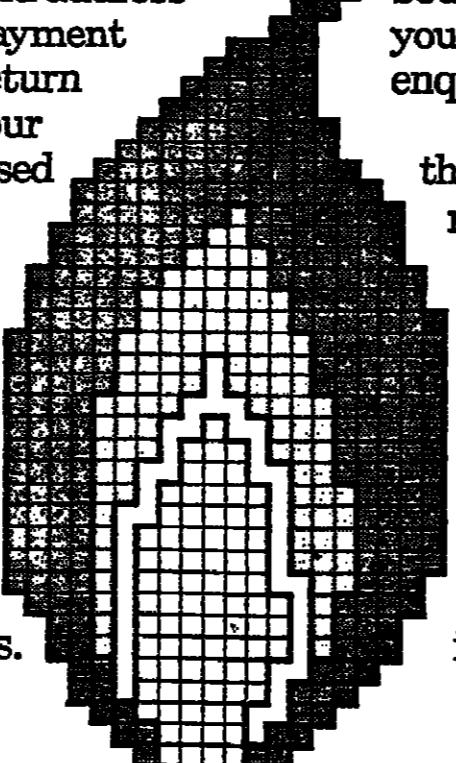
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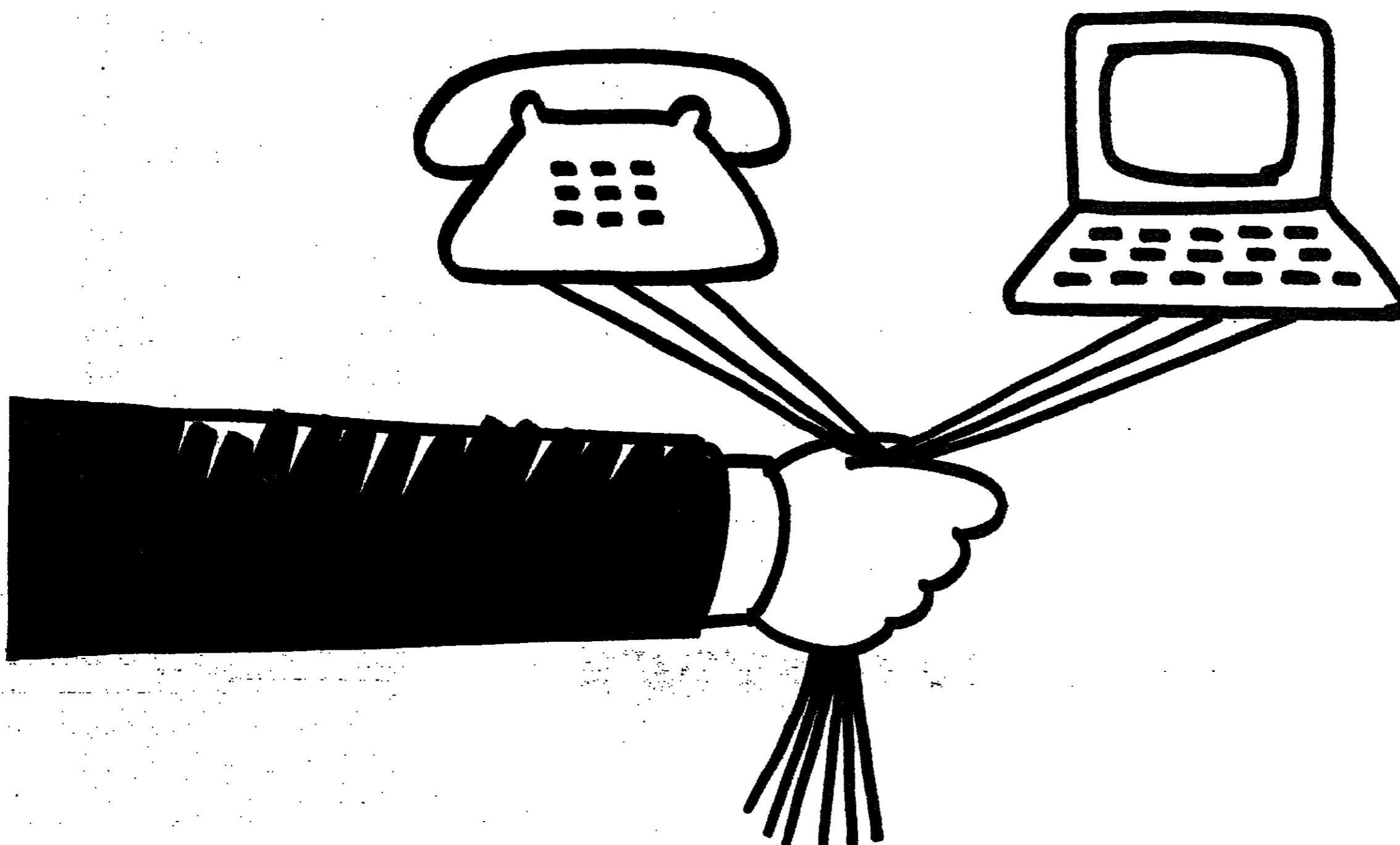
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## THE MONDAY PAGE



JOHN PLEDER

HAVING spent the night in custody before appearing at Bow Street Magistrates' Court on Thursday, Mr Ernest Saunders,

former chairman and chief executive of drinks group Guinness, may well have had mixed feelings at the headlines in Friday's newspapers. Not the headlines about himself, you understand; those about the former chairman of the Lloyd's insurance market, Sir Peter Green.

Sir Peter has been fined all of £32,500 for mishaps that included serious negligence and breaches of duty to syndicate members of Lloyd's. According to a Lloyd's disciplinary committee (and to Lord Wilberforce on Sir Peter's subsequent appeal) this amounted to discredit- able conduct.

We cannot, of course, draw exact parallels between the fate of the two men. For a start, the full facts in the Guinness affair must await the results of the Department of Trade Inspectors' investigation. Nobody has accused Sir Peter Green of seeking to pervert the course of justice or of destroying or falsifying

documents—the charges faced by Mr Saunders. And everyone at Lloyd's is anxious to point out that no question of deliberate or dishonest conduct or pursue of personal gain was raised against Sir Peter.

That said, accountability is a central issue in both cases. And the television coverage of Mr Saunders's uncomfortable *Odyssey* helped raise, in a way that newspaper headlines could not, the considerable disparity between the rules and remedies that apply to discreditable conduct.

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figures. And the charges levelled at him under the Companies Act carry a maximum prison sentence of seven years.

All this before the Department of Trade inspectors have even reported. Some feel that the former chairman of Lloyd's has got off lightly. Sir Peter Green's misdemeanours related to a large reinsurance policy arranged between insurance syndicates under the management of his underwriting syndicate, James Green and Son, London Underwriting Agency, and an offshore company in which he had a personal shareholding.

This company, Imperial Cayman, was a convenient (and presumably tax efficient) parking place for syndicate funds until they were required to offset subsequent

underwriting losses. Imperial Cayman's interest income between 1976 and 1983 came to some \$2m (£1.2m). The great majority of the money ought properly to have accrued to Sir Peter's names—the outside members of Lloyd's who were on his syndicates. In practice the names received interest calculated at only 50 per cent of the return on 90-day Eurodollar deposits.

Lloyd's disciplinary committee is too delicate to say that the names were ripped off. But it does argue, on the basis of a comparison with another similar policy that was negotiated at arm's length, that they should have received 75 per cent of the Eurodollar rate in 1978 and 1979 and not less than 80 per cent from 1980. The

committee's report declares that the amount they were actually credited with was "manifestly inadequate and inequitable."

Having taken into account everything said by Sir Peter and on his behalf, together with the arguments put forward by a dissenter, the majority concluded that the former Lloyd's chairman's "repeated failure to perform his duty to his names was such a violation of good diligence as to constitute discreditable conduct."

Lloyd's also accused Sir Peter of providing incomplete, inaccurate or misleading information in relation to these and other conflicts of interest, to which he pleaded guilty. And the committee found that his failure to account to the names for the

\$102,000 that he derived as a shareholder in his offshore ventures was "detrimental to his names' interests," though not in their view, discreditable.

By any standards this is pretty strong meat. Note, though, that the failure to disclose was not regarded as detrimental to the names' interests under the 1871 Lloyd's Act. Sir Peter was only caught on this score because his reticence continued after the introduction of new legislation that took effect in January 1983. Note, too, that the dissenter on the disciplinary committee, Mr Michael Langton, argued that the key allegation of interest, to which he pleaded guilty, and the committee found that his failure to account to the names for the

enough to constitute discreditable or disgraceful conduct.

To most of us, that serves as a reminder that Lloyd's is only now emerging from the 19th century; and the case of its former chairman suggests that, even after the various attempts at reform, Lloyd's enjoys a much more relaxed regulatory environment than the rest of the business community.

For his part, Mr Ernest Saunders might well feel that the discomfort of the police cell and the glare of the cameras have been visited on him with a degree of alacrity on the part of the Director of Public Prosecutions that is quite unusual by normal standards in City matters. He may also feel it to be a similarly unhappy coincidence that in the run-up to the election in which Tory politicians are anxious to appear tough on finance, the disgruntled police failed to wait for the Department of Trade Inspectors' verdict.

## INTERVIEW

## The unlikely folk hero

Anthony Moreton meets Nicholas Edwards, Welsh Secretary, who is about to retire from Parliament

SINCE THE May morning in 1979 that Mrs Margaret Thatcher walked into 10 Downing Street as Prime Minister, her Secretary of State for Welsh Affairs has been Mr Nicholas Edwards. Only one other departmental minister, Lord Hailsham, the Lord Chancellor, has had an equally long tenure of office.

Thursday in and Thursday out during those years he has walked across Whitehall from Gwydr House, his London base, to sit at the same green leather seat around the long oval cabinet table.

He is retiring, he says, at "a supremely important moment in Welsh history. Perhaps even the decisive moment." He emphasises the point carefully.

"We have reached the end of an era of industrial decay and decline that has gone on for the greater part of this century, the end of the dependence on the old basic industries and the painful effects of their decline."

Coal and steel, once nourishing the elite as well as the bulk of the industrial workforce, are now small beer. In their place have come the new industries in the high-technology sectors with names few have heard of. "We are now at the start of the new period of expansion. We have got a much more broadly based economy which is growing and expanding."

"When I came into this job, eight years ago we inherited a pretty difficult situation, the consequences of inflation, overmanning, a lack of competitiveness, the world recession. In Wales, in particular, there was a notable lack of significance, an important psychological fact, and an image in the rest of the world that was wholly damaging."

His first fear was that the trend was irreversible, "that we just might go slithering on downhill."

But since the start of the 1980s, as the British economy has picked up steam again, Wales has also benefited. There is still a lot to be done. Unemployment is at an unacceptable high level and some rural Wales is facing severe problems arising from changes in the EEC agricultural policy.

For all that, Mr Edwards detects dramatic changes. He points to the arrival of professional organisations in the country, especially in Cardiff, moves to create a financial community in the Welsh capital that might, one day, do for Wales what Edinburgh does for Scotland. The transformation of

both Cardiff and Swansea, the country's two major cities, over the past decade, help for the industrial valleys, a broadening of the country's cultural life.

The economic breakthrough was a long time coming and he pinpoints the last 12 months as the crucial period. An independent report commissioned for the Welsh Development Agency, the quango set up to regenerate the Welsh economy, showed that, seasonally adjusted, employment has fallen every month between May 1986 and February this year, that the increase in job opportunities in terms of vacancies, has been much faster than in the UK as a whole, and that in several of today's industries, including office machinery, dairy products, rubber and plastics and transport engineering, Wales has performed better than the UK in terms of job creation.

Most important, gross domestic product per head is growing faster in Wales than in the UK as a whole.

Mr Edwards points to this as evidence "that we are going to change Wales from a place of heavy industry or branch

matism on a Wilsonian scale?"

"Well, I hope I am pragmatic," he says, shifting the thrust of the question quickly and refusing to be drawn any further on a delicate matter. On other issues, too, he is not easily deflected from the message he wants to put across.

"Perhaps this is a rather un-

profitable part of the discussion," he says, at one point, not wishing to be asked questions to which he has no wish to give answers. In this he appears well known to his adviser, where he is expected rather than liked. He has a reputation as a hard driver, someone who calls for papers early in the morning and has his civil servants working late at night.

"But he has got things done," says a Cardiff businessman.

"It's not easy to fire people in the Civil Service and the only way to get efficiency is sometimes to give people a good dressing down. The Welsh Office is a lot more efficient now than it was when he arrived."

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Among the nationalists he has been criticised for concentrating too much attention on Cardiff to the exclusion of the rural areas, from which the nationalists draw most of their strength. He counters by pointing to finance made available for improvements in the industrial valleys, for help to tourism, for the establishment of offshoots of the national museum in other parts of the country and to the fact that "I've done more to support the (Welsh) language than any previous Secretary of State. I don't think that many people would challenge that that is a fact."

By allocating financial resources wherever there were choices to be made, taking choices sympathetic to the language, we defused the thing (the language) as a political issue.

"It has been a delicate road because you, on the one hand, wanted to encourage the language without doing it in a way that makes people feel you are forcing it down their throats. The language will only survive if people want to speak it."

Promotion of the arts he sees not just as a good in its own right but as part of the attempt

to change the image of Wales. The Welsh National Opera Company has created an international reputation and who would like to see a centre for the performing arts in the re-development of Cardiff?

"I've devoted quite a lot of time to the arts, rather more I suspect than most secretaries of state. A study of the visual arts has been set up and we are going ahead with a major expansion of the national museum."

"One of my personal disappointments is that I have not been able to get an absolute stand to get an absolute commitment to a centre for the performing arts here. I have not quite a way down the road towards making it possible. We will have the theatre actually designed and ready to go when the money becomes available."

But he freely admits that his crowning achievement is the regeneration of Cardiff's decaying docklands into what he confidently believes will become southern Wales's first city after London.

The Cardiff Bay Development Corporation, modelled on work undertaken in London and Liverpool is a massive scheme to bring new heart back into the old town known around the world as Tiger Bay and is now an area of under-utilised docklands and old properties.

"The major steps I have undertaken have culminated in the South Cardiff project. We are fortunate in not having in Cardiff some of the more difficult problems of urban deprivation and racial tension

that exist in some English cities. We also start from an immensely encouraging and exciting response from those whom we have consulted."

"As every week passes we get more encouraging signals that this could be one of the most exciting development projects in the country, maybe in the whole of Europe."

"People in Britain still have preconceptions about Wales which are based on past history and past events. They still see this as an area almost entirely dependent on heavy industry, smoking valleys, coal, steel and not the sort of place you would want to live in and they don't realise that, in fact, the industrial base is quite different than Cardiff's one of the most attractive cities in the whole of the UK and it's going to have this great project."

It seems improbable that Mr Edwards intends truly to bow

out of the Welsh Office affairs.

"I really genuinely don't know what I am going to do after the election," he says. "I don't want to go back into the City and I would like to spend perhaps half my working time in Wales."

Would he like to go to the Lords, or does he see himself as a commoner?

"That's a sort of difficult hypothetical question. Here am I, 53, withdrawing from the fascinating business of government. I'm still sufficiently interested in politics and what's happening in this country that if one has the opportunity to make some contribution in the Lords then certainly that would be fine and one would like to do so."

But not, he makes clear, immediately. "I've had a fascinating job for the last eight years and it's time to do something different."

Those who support the freedom to publish must feel that

## The muzzle may come off

THE PRIME Minister's obduracy in declining to set up an independent judicial inquiry into allegations made by Mr Peter Wright, a former MI6 officer, that he and his colleagues in the secret services set about destabilising the Wilson administration in the mid-1970s appears to be politically irrelevant.

But the Prime Minister may yet be forced to soften the angularity of her stance if proceedings currently before the High Court in London result in the media being released from restraints that have sought to muzzle them.

The immediate focus of attention is on Sir Nicholas Browne-Wilkinson, the Vice Chancellor, who last week began hearing an application by the *Guardian* and the *Observer* to have discharged or varied injunctions obtained against them last May by the Attorney General. With minor qualifications, these restrain any publication of the Wright memoirs.

The two newspapers have increasingly chafed under this restraint as they have witnessed the revelatory proceedings in the New South Wales court which have exposed the variable attitudes of the British Government to publication of secret service matters.

They were more or less perturbed when their new Fleet Street rivals the *Independent* firmly bolted their particular door on publication of material on the secret services.

In the course of his forthcoming judgment upholding the necessity to preserve the confidentiality of national security, he uttered a firm warning to the media generally: they should understand that to republish the material so far disclosed would be to act unlawfully.

Much now depends on the timing of the contempt proceedings.

But while that action was pending what price the lifting of the injunctions against the *Guardian* and the *Observer*? The Vice Chancellor quickly perceived that he could not properly determine one application without the other. If the newspapers were not held to be in contempt then the injunctions against the *Guardian* and the *Observer* would fall away. The judge is expected today to arrange urgently for a joint hearing of the two proceedings before a

judge.

The Attorney General may have felt that the Donaldson dictum sufficed to warn of any editor thinking of a newspaper scoop—and therefore that he did not need to go further and obtain orders from the court similar to those restraining the *Guardian* and the *Observer*.

The failure to take this precaution may incline Sir Nicholas Browne-Wilkinson to view the Attorney General's attempts to ban publication as something less than wholehearted.

The Attorney General's case is that the *Independent* and the other newspapers have deliberately flouted the spirit and meaning of the court's powers and made it more difficult for him to enforce the injunctions. Thus the newspapers can achieve in practice what the law was designed to stop them attaining—namely, freedom from legal restraint.

## PERSONAL FILE

1934 Born. Educated Westminster school and Trinity College, Cambridge; read history.

1965 Member of Lloyd's.

Entered Parliament as MP (Conservative) for Pembrokeshire.

1975-77 Opposition spokesman on Welsh affairs.

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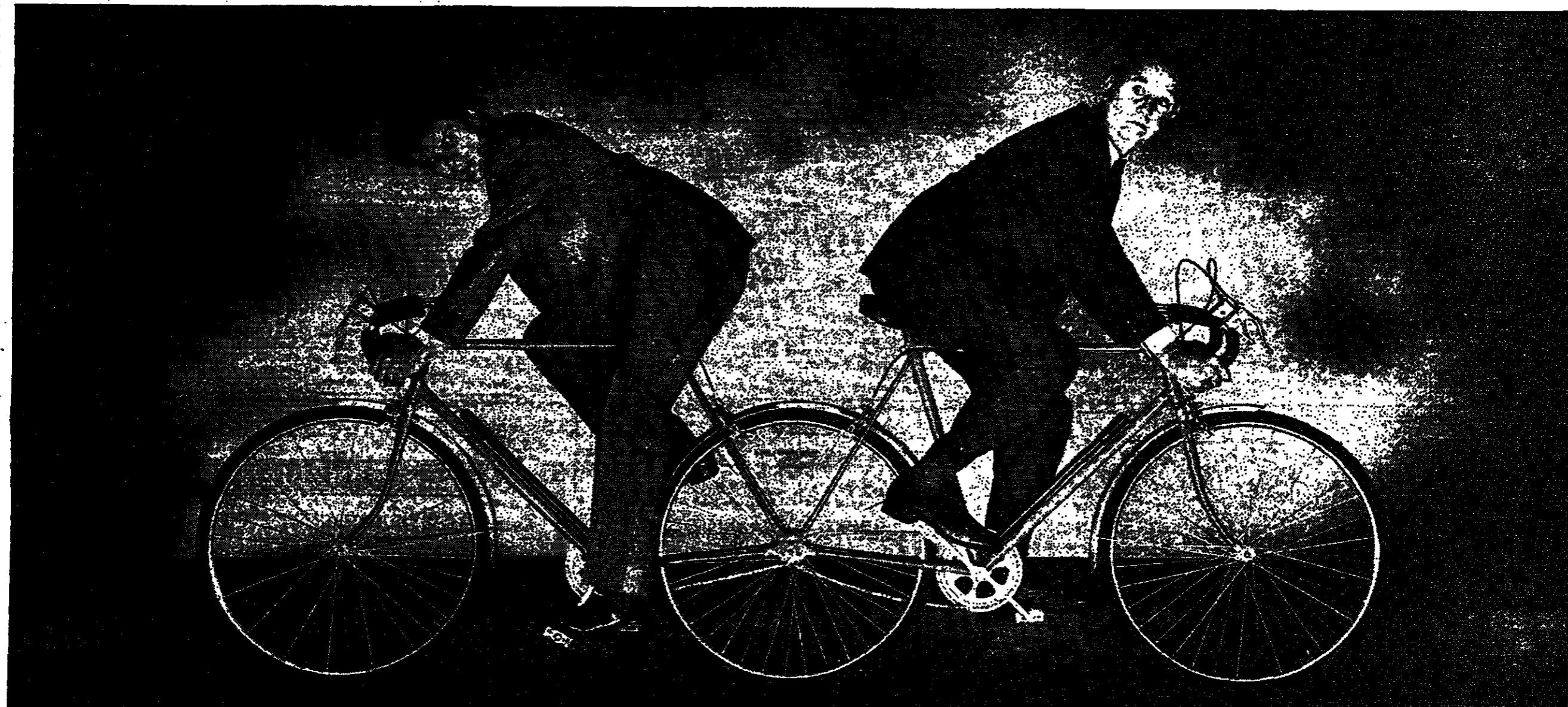
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## MANAGEMENT

SENIOR managers at Northern Telecom, the Canadian telecommunications equipment manufacturer, are thinking hard about the strategy which will take it into the 1990s.

During the past decade, the group has been one of the phenomena of the US telecommunications equipment market, the world's largest, which it now dominates with American Telephone and Telegraph. Northern has built up its US revenues from almost nothing ten years ago to \$2.358bn last year, 65 per cent of its total.

Northern's success in the US, observers agree, was based on first-rate technology and aggressive marketing. Its progress was marked by a number of milestones. It sold its first digital public switch in the US in 1977, ahead of AT&T. It broke into the giant regional Bell telephone operating companies with its large digital switches, DMS-100 and DMS-200, in 1982.

This positioned Northern perfectly to become a volume supplier to the break-up of the Bell system in 1984, when it launched a huge modernisation programme.

But after the years of headlong growth in the US, Northern is now faced with two key challenges, perhaps the toughest it has faced in its 100-year history.

• It must build on its US strength at a time when the US market is both changing rapidly and becoming ever more competitive.

• Partly to hedge against tougher times in the US, it has to increase its presence outside North America: last year, its international operations contributed less than 2 per cent of its \$1.07bn operating earnings and less than 5 per cent of its \$4.384bn sales.

Edmund Fitzgerald, Northern's chairman and chief operating officer, sees these two objectives as interwoven. "We used our Canadian revenues to develop the US market, and we will use our US revenues to develop our international markets. Each new market pays for the next."

But to make this vision of a global roll-out work, Northern has to adapt to the differing circumstances inside and outside North America.

In the US, competition is intensifying in Northern's two most important products—public telephone switches and exchanges sold to private companies.

Spurred on by the break-up of the Bell system in 1984, replacement and modernisation of telecommunications equipment has been so rapid recently in the US that the market for both public and private ex-

## Northern Telecom

## Attempting the international connection

David Thomas explains why the Canadian telecommunications group must emulate its formula for the US elsewhere in the world

PAUL ANDERSON, whose job is to shape the outlook of Northern Telecom's top US managers, operates out of Northern's new management development centre in Nashville, Tennessee.

The centre is a response to Northern's rapid growth in the US, which has seen sales there increase twenty-fold in the last decade. Northern had to double its US management team between 1982 and 1984.

Its US employees have been with the company less than four years on average. "The market was telling us: we want Northern Telecom to have one face to the world."

managing it," Anderson admits.

Northern has traditionally decentralised as many decisions as possible, Anderson says, but this approach had its limitation when faced with rapid growth.

Managers responsible for Northern's different products often failed to think as a team, according to Anderson. "It was like they competed against each other for the same customers. 'The market was telling us: we want Northern Telecom to have one face to the world.'

Historically, we were a champion-oriented, not a team-oriented, company. We needed to cross-pollinate our organisation more than in the past."

The decision to set up a management centre in Nashville was made in 1984 to meet that need. Till then, management training in Northern had concentrated on technology and production in the divisions. "We needed to start shaping a culture and shaping a 'personality,'" Anderson explains.

The Nashville centre now

lays on three types of courses, which it calls building blocks, for different levels of management. The environment was carefully chosen: the colour of the rooms—light grey—was selected after psychological testing to find a colour scheme which helped people to concentrate.

Senior managers attend building block three, which is two weeks long, with about a six-month gap between weeks one and two.

The centre's first task is to make the participants, who

are always drawn from Northern's different product areas, acutely aware of their lack of a common approach. "We create tension in this process," Anderson explains enthusiastically.

The course culminates in

the team presenting action plans to Northern's most senior executives. Northern says the results have already shaped its strategic plan.

Anderson argues that this strict management training was crucial to helping Northern cope with its emergence as a big company in the US. "We now consider management development to be as important as R&D."

After that, the managers

split into teams and work on strategies to improve service, major account marketing, product planning, design and development.

The course culminates in

the team presenting action

plans to Northern's most senior executives. Northern says the results have already

shaped its strategic plan.

Instilling in the managers a corporate self-image resolves that tension. Anderson communicates what he sees as Northern's identity partly by contrast with its competitor. "A manager tells the course members that Northern is entrepreneurial and fast moving, but AT&T is big and bureaucratic.

The course working inside two weeks.

"We are more like data processing people in the speed of our response and our aggression," Fitzgerald says proudly.

However, this desire to lead the pack has also got Northern into trouble, most notably when US customers began to experience software problems in late 1985. The software bugs, which had contributed to flat sales from 1985 to net earnings up 4.7 per cent at \$2.368m, were up 2.8 per cent at \$2.384m.

"We were asked to provide a lot of additional features in that software, and we were asked to do it in half the normal time," explains Hudson.

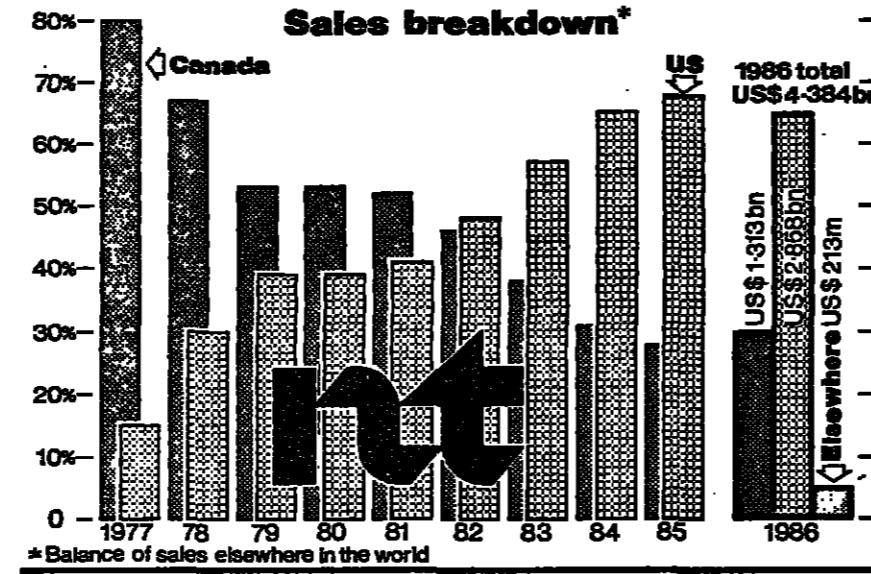
• Yet Northern is also cautious about diversifying outside its core activities. Northern remains the integrated telecommunications equipment producer par excellence, even continuing to make telephones in the US, a low cost product now mainly sourced from the Far East.

Northern was scarred by having to make large write-offs in 1980 on two data processing companies acquired two years earlier. Fitzgerald concedes that taught us a valuable if painful lesson. Northern Telecom is going to continue to do the things it knows best."

Northern's immediate aim is to return to a 15 per cent a year growth path, a target which Fitzgerald is confident of hitting, in spite of scepticism among some analysts. Fitzgerald says that improved results in 1987 will leave Northern closer to that target.

The company's more medium term aim is to be still in the game when the musical chairs of mergers and acquisitions among the world's equipment manufacturers finally stops.

"There is only room for five to six truly global players—two from North America, two from Europe and one or two from the Far East," argues Hudson. "We intend to be one of them."



changes has now peaked. Dataquest, the California-based research group, predicts that the US public switch market will fall from 15m lines last year to 11.6m lines in 1988, and that the current combined capacity of AT&T (8m lines) and Northern (6m).

Shearson Lehman, the US securities firm, warned recently: "The engine of digital switching which drove the Northern Telecom of old in the earlier days of the 1980s has slowed and earnings gains will be more moderate."

Moreover, just as growth rates slow, new entrants are pressing for a slice of the action, adding further pressure on prices and margins. Siemens of West Germany, NEC of Japan and Ericsson of Sweden are among the companies responding to the desire of the large Bell telephone operating companies for new suppliers.

"Most of them are trying to find niches and each will have some success. They all have worthy strategies," says Des Hudson, who heads Northern's operations in the US.

Yet Fitzgerald dismisses fears about a diminishing switch market in the US. "We don't think that counting exchange lines is the best way to understand this business. The value added per line is what counts."

Northern believes that growth in the US will increasingly come from two main areas: first, sales of non-switching products, such as transmission equipment which represented just 12 per cent of Northern's revenues last year; second, services and features which are

added on to the basic exchange equipment, such as the move to Integrated Services Digital Network (ISDN) which allows voice, data and video to be sent over the same public exchange line.

Moreover, Northern argues that European and Japanese newcomers will be at a disadvantage during this new phase because they lack a large installed base to which the features, services and upgrades will be added.

Francis McInerney, an analyst with Northern Business Information, a New York-based telecommunications research group, agrees. "Companies

are already milking their bases."

Bringing these factors together, Hudson believes, will mean that US sales will become even more central to Northern. They could rise to 70 per cent by the end of the decade, before falling in percentage terms as Northern's push overseas begins to bear fruit in the 1990s.

The overseas operations, to which Northern is giving greater attention, is the second area where Northern must succeed. They will account for 15 per cent of worldwide revenues by the early 1990s, Fitzgerald asserts.

Northern has had some noted

successes in markets which are normally considered closed to foreign equipment suppliers: it has sold packet switch data equipment to the West German Bundespost; and it has just started shipping its small public exchange to Japan.

But Northern, still a small player in most markets outside North America, has failed in some important attempts to break into foreign markets. Its bid for CGCT, which controls 16 per cent of the French public switch market, was rejected last month. It also lost out in the battle to become the second switch supplier to

Northern's lack of visibility abroad is partly due to its decision to enter many countries through licence agreements. Its private exchanges, for example, are made under licence in several European countries, including the UK, Italy and Sweden.

Fitzgerald defends this decision: "There was no real other effective way of penetrating the market, because we had all our resources aimed at getting a major position in the UK."

With the US goal achieved, Northern is now ready to stage a bold counter-attack outside North America, believing that two

British Telecom.

"There's a good chance that its position in Europe is private exchanges will expand considerably," according to Brian Toms, an analyst with Kleinwort Grieveson, the UK brokers.

However, Northern may have more success with public products, such as private exchanges, where it has already made inroads and where it has the advantage of having spearheaded technical developments such as ISDN and Centrex in the US.

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# Ten masters of the quick reply.

## 1. Dorothy Parker.

*US writer, critic, wit.*

At a party, a bored young man once complained that he could not bear fools. "How odd," countered Dorothy Parker. "Your mother could, apparently."

When asked to use the word 'horticulture' in a sentence, she offered, "You can lead a horticulture but you can't make her think."

Then asked what she thought of a certain woman, she breathed, grinning admiration, "You know, she speaks eighteen languages — and can't say 'No' in any of them."

Colliding with a younger woman in a doorway, the latter stood aside, saying, "Age before beauty." "Pearls before swine," riposted La Parker, gliding through.

A friend was upset at having to get rid of his cat. Dorothy Parker suggested, "Have you tried curiosity?"

Receiving a telegram announcing another friend's happy event, she immediately cabled back: "Many congratulations. We knew you had it in you."

And on hearing that President Coolidge, a man of few words and even less action, was dead, she inquired, "How can they tell?"

When she first joined *The New Yorker* money was tight. So much so that when Harold Ross, the editor, asked Parker why she hadn't come in to write a certain piece she replied, "Someone else was using the pencil."

## 2. Robert Benchley.

*American humorist, friend of Parker.*

Benchley also worked on *The New Yorker*. On being sent to report on a situation in Venice he cabled the editor, Ross, "Streets full of water. Please advise."

Benchley and Parker shared a small office. When asked how small, he said, "One cubic foot less of space and it would have constituted adultery."

In a speakeasy, a man demonstrated an "indestructible" watch to Benchley and Parker by hitting, dropping and stamping on it, only to find it had stopped. "Maybe you wound it too tight," the friends chorused.

Benchley once mistook a senior officer in the US navy for a doorman, asking the man to fetch him a cab. When informed of his mistake, Benchley said, "Perfectly all right, just get me a battleship then."

A notoriously promiscuous actress asked Benchley to help her in a party game in which guests had to come up with their own epitaphs. His suggestion? "At last she sleeps alone."

Someone asked Benchley if he knew the playwright Robert Sherwood, who was 6'7" tall. Hopping onto a chair and raising his hand to a level just below the ceiling, Benchley quipped, "Sure, I've known him since he was this high."

At a play which made liberal use of pidgin English, Benchley threatened he would walk out if he heard one more line of it. At that moment an actress announced, "Me Nubi. Nubi good girl. Me stay." Benchley rose and said, "Me Bobby. Bobby bad boy. Me go," and left.

## 3. George Bernard Shaw.

*Playwright, critic, socialist.*

On the subject of an ill-received play, the newly successful Shaw was cabled by a producer now offering to stage the same work:

Imagine a child with my body and your brains.

Yes, but what if it had my body and your brains?

Entering the Commons washroom one day, Churchill deliberately took up position at the opposite end of the urinal to Clement Attlee, who asked, "Feeling stand-offish today, are we, Winston?" "That's right," countered Churchill. "Every time you see something big, you want to nationalize it."

The young man who photographed him on his 80th birthday said courteously that he hoped to do the same on his hundredth. "I don't see why not," said Churchill. "You look reasonably fit to me."

In a later year, it was tactfully pointed out to Churchill that his fly was open. The elder statesman simply scowled and said, "Dead birds don't fall out of nests."

And when a very old man, on one of his increasingly rare visits to the House of Commons, an MP remarked of him, "After all, they say he's potty." "They say he can't hear either," muttered Churchill.

Asked why he had none of his own paintings on the walls of his house, he replied, "I can't afford them."

Leaving the theatre on another occasion, he was asked what he'd thought of the

he'd earlier rejected. Shaw cabled back: "Better never than late."

Shaw, once a music critic, was in a restaurant which boasted a tone-deaf orchestra. Its leader recognised him and sent a note asking what he would like them to play next. "Dominos," replied Shaw.

Liddell Hart once observed to Shaw, "Do you know that 'sumac' and 'sugar' are the only two words in the English language that begin with 'su' and are pronounced 'shu'?" "Sure," said Shaw.

And while at a party, Shaw was noticed standing alone in a corner. His hostess anxiously enquired if he was enjoying himself. "Certainly," he replied. "There is nothing else here to enjoy."

Another would-be hostess sent Shaw the pompous invitation: "Lady Blank will be at home on Tuesday between four and six o'clock." Back it came, bearing Shaw's scribbled reply: "Mr. Bernard Shaw likewise."

At dinner with a young lady, Shaw asked whether she would go to bed with a man for five hundred pounds. Smirking, she replied that it would depend on how good-looking he was. "Would you do it for ten bob?" enquired Shaw. "What do you take me for?" burst out the lady. "We have already settled that question," said Shaw, matter-of-factly. "All we are discussing now is the price."

Wilde, like Churchill, could make a would-be insulter look quite foolish. Receiving bouquets in a theatre foyer one night, he suddenly found himself presented with a rotten cabbage. He took it, smiled and said, "Thank you, my dear fellow. Every time I smell it I shall be reminded of you."

At Oxford, Wilde had to translate aloud from the original Greek, which he did fluently. Satisfied, his examiners tried to stop him. "Oh do let me go on," he implored, "I want to see how it ends."

A customs officer once asked him if he had anything to declare. "No, I have nothing to declare," he said, "except my genius."

Asked his opinion of a truly awful play, he replied, "The play was a great success — but the audience was a disaster."

The poet laureateship was vacant and many names, bar that of the very minor poet, Morris, were mooted for it. "It's a complete

conspiracy of silence against me," Morris complained. "What ought I to do, Oscar?" "Join it," urged Wilde.

When someone suggested that he make certain alterations to one of his own plays, Wilde protested, "Who am I to tamper with a masterpiece?"

Wilde and the artist, Whistler, enjoyed a long-running feud, based on Whistler's claim that Wilde had plagiarized his ideas on art. Whistler retorted, "The only original ideas I have ever heard him express refer to his own superiority as a painter over painters greater than himself."

Whistler often got his own back on Wilde. On the one occasion, after a particularly scintillating remark from the artist, Wilde exclaimed, "I wish I had said that!" "You will, Oscar, you will," said Whistler.

A supposed conversation between the two having been printed in a magazine, Wilde cabled Whistler, mocking the article's inaccuracy — "When you and I are together we never talk about anything except ourselves." Whistler immediately replied, "When you and I are together we never talk about anything except me."

A snob asked Whistler what could have possessed him to have been born in Massachusetts. "I wished to be near my mother," he replied.

When asked if genius was hereditary, he couldn't say: "Heaven has granted me no offspring."

A well-known bore tried to engage him in conversation: "You know, Mr. Whistler, I passed your house last night —" "Thank you," said Whistler.

Annoyed by Whistler's constant self-applause, someone remarked pointedly, "It's a good thing we can't see ourselves as others see us."

"Isn't it?" agreed Whistler. "I know in my case I'd grow intolerably conceited."

Some blank canvases he'd ordered got lost in the post. Asked if they were of any great value, Whistler replied, "Not yet, not yet."

He had dined and dined extremely well at a friend's house. So much so that he promptly fell down the stairs. He demanded the name of his friend's architect. "Norman Shaw," he was informed. "I might have known it," burped Whistler. "The damned teetotaller."

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Asked why he had none of his own

## 5. Oscar Wilde.

*Aesthete, writer, wit.*

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paintings on the walls of his house, he replied, "I can't afford them."

Leaving the theatre on another occasion, he was asked what he'd thought of the

performance of the actress playing the rôle of Queen Victoria. His reply was immediate and succinct: "I never realised before that Albert married beneath him."

Gilbert Harding snored noisily throughout Coward's play and later on apologized. Coward wouldn't hear of it: "After all, I've never bored you half as much as you've bored me."

What does this picture represent?



## 8. Groucho Marx.

*US comic, maker of snappy remarks.*

Marx was as wily and direct over money as was Picasso's cabinetmaker. To a letter from a bank manager offering to "be of any service" to him, he replied, "Steal some money from the account of one of your richer clients and credit it to mine."

He was forthright about sex, too. As a game-show host he interviewed a mother of twenty-two children. "I love my husband," she offered by way of explanation. "I like my cigar, too," said Groucho, "but I take it out once in a while."

Being mistaken for his own gardener one day, a nosy woman asked him how much he was paid. "Oh, I don't get paid in dollars," he replied simply. "The lady of the house just lets me sleep with her."

Advised not to try to join a reportedly anti-Semitic club, Marx replied, "But my wife isn't Jewish, so will they let my son go into the water up to his knees?"

Groucho was in an hotel lift with, of all people, a group of priests. One of them recognised Groucho and told him that his mother was a great fan of his. "I didn't know you guys were allowed to have mothers," replied Groucho.

A drunk lunched up to Marx, patted him on the back and said, "You old son-of-a-gun, you probably don't remember me," Groucho snapped, "I never forget a face but in your case I'll be glad to make an exception."

I am sorry, sir, you cannot enter the dining room without a necktie.



A dim-witted impresario, no friend of Coward's, blew his brains out. When told, the playwright remarked, "He must have been a marvelously good shot."

Diana Cooper, who considered herself a "serious" actress, saw Coward in one of his own comedies and didn't find him funny. "I saw you in 'The Miracle,'" riposted Coward, "and I thought you were a scream."

Following a period of little success as a playwright, Coward was praised as an actor. "They always said you could act better than you write," sneered the critic, Swaffer. "And I've always said the same about you," said Coward.

Despite his growing fame, Coward wasn't always glad of it — celebrity has its drawbacks. On one occasion, he spent an uncomfortable night in a bug-ridden hotel in the Seychelles.

"May I put up a sign reading 'No! Coward Slept Here?'" asked the manager as his distinguished and bleary-eyed guest checked out.

"Certainly," yawned Coward, "if you'll add one word — fitfully."

A reporter asked him, "Mr. Coward, would you like to say something to the Star?" "Of course," the thespian replied. "Twinkle."

## 10. The Epson PC AX.

*Quick repoter par excellence, bargain.*

Speaking of stars, the leading light of today's PC market just has to be the Epson PC AX. It replaces a full 25% quicker than IBM's newest PC AT.

The AX is also the smart answer to the problem of quick computers running some software unworkably fast. Operating at 6, 8 or 10MHz, the AX will happily run all the software you've hitherto been using with your slower computer.

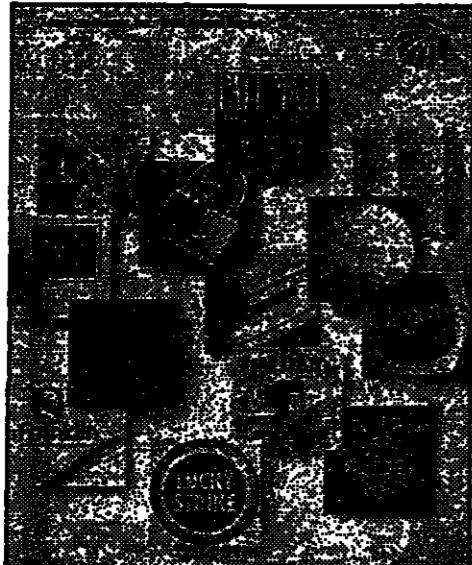
And how, we hear you ask, does the AX compare with the IBM PC AT on specification? Here's the quick reply: for a start, the AX comes with 640K Ram as standard, whilst the IBM has just 512K.



## North American Companies

Investors 2  
Update

Part 1 was featured on May 6th.

**American Brands, Inc.**

American Brands is a worldwide holding company with two core businesses—packaged consumer goods and financial services. 1986 sales were a record \$8.5 billion and net income was \$365.3 million, or \$3.18 per share.

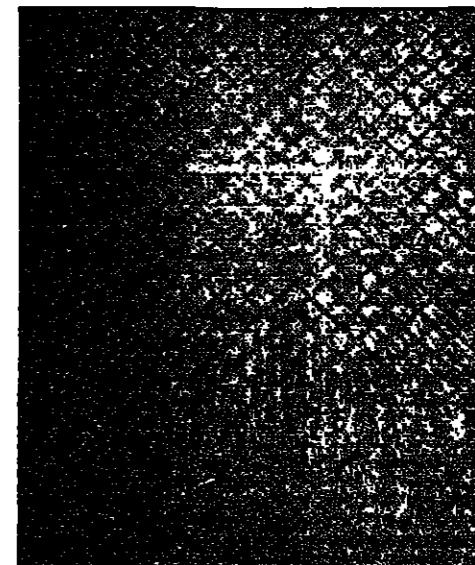
American's subsidiaries produce such well-known products as Pall Mall, Carlton, Lucky Strike and Tareyton cigarettes, Sunshine cookies and crackers, Master locks, Jim Beam bourbon, Titleist, Pinnacle and FootJoy golf products, Swiggle staplers and Jergens lotion. Service businesses include Pinkerton's security and Franklin and Southington life insurance.

**CSX Corporation**

CSX Corporation is much more than a railroad, it's now a full service transportation company offering One-Stop Shipping (SM) by rail, barge, truck and container ship. Early this year, the company's purchase of Sea-Land Corporation won approval, which means that this service now circles the globe. With nearly \$15 billion in assets, CSX also operates business groups in energy, properties and technology, adding diversified strength to its principal transportation group.

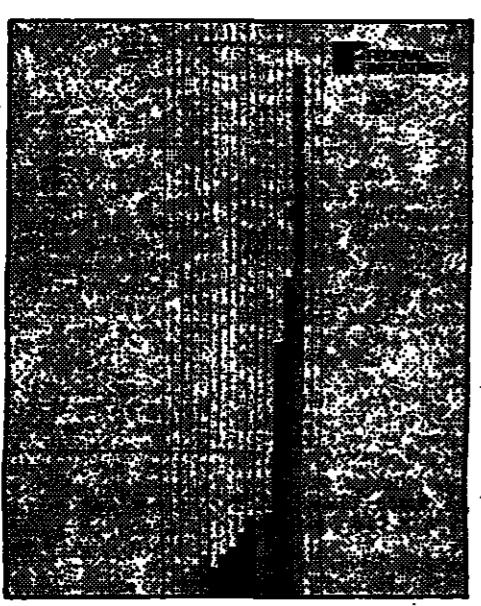
**Elbit Computers Ltd.**

Headquartered in Haifa, Israel, Elbit Computers Ltd. (NASDAQ:ELBT) is a technology-based company, applying advanced electronics systems, products and services to opportunities in defense and industrial markets to government and commercial customers. Fiscal 1986 revenues were \$169.4 million while pre-tax income was \$22 million, a 19 percent increase over the previous year. Export sales represented 55% of total revenues. Backlog at year-end was \$254 million. For the first nine months of fiscal 1987, ended December 31, 1986, consolidated revenues were \$117.3 million and income before taxes amounted to \$15.6 million.

**Engelhard Corp. (NYSE:EC)**

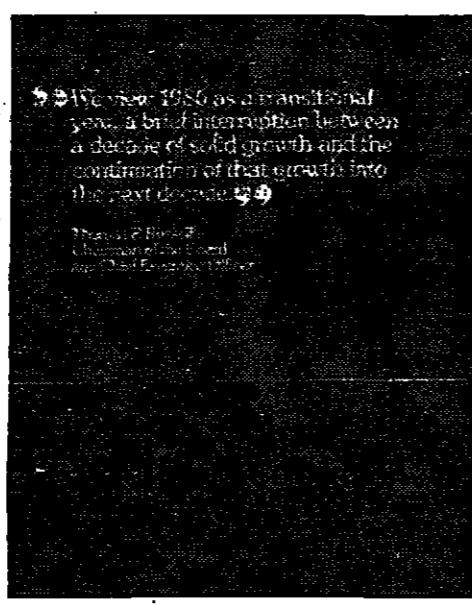
1986 net earnings increased 25% on the strength of new specialty chemical products, market share gains and improved operating efficiencies. Dividends were increased during the year and again, more recently, in conjunction with a three-for-two stock split.

In its Annual Review 1986, Engelhard's commitment to advanced technologies is documented in customer case histories with 32 leading companies.

**Federal Industries Ltd.**

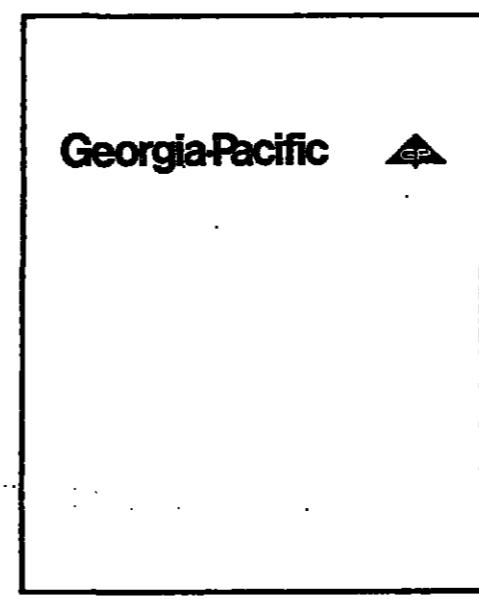
Federal Industries is a diversified management company, headquartered in Winnipeg, Canada, and involved in a variety of businesses—from manufacturing to transportation and distribution to specialty financing—throughout North America.

In 1986, for the first time in the Company's history, sales exceeded \$1 billion. More importantly, net income and fully diluted earnings per share grew for the third year in a row.

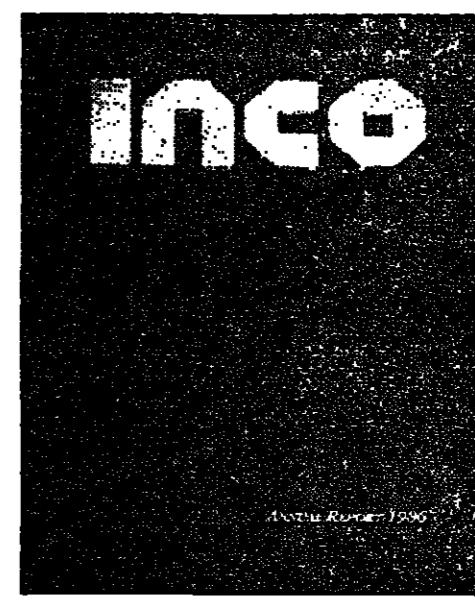
**Federal-Mogul Corporation**

Federal-Mogul Corporation, headquartered in Southfield, Michigan, is a manufacturer and worldwide distributor of products that range from precision parts for the transportation, farm equipment, construction and manufacturing industries to aerospace and electronic components.

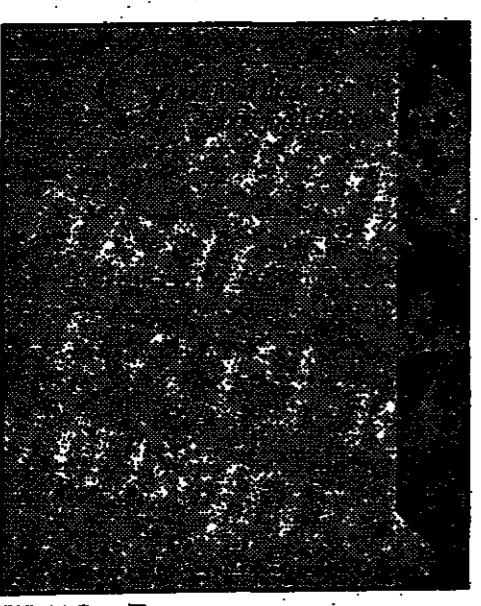
Shares of this \$942 million corporation are traded on the New York and Pacific Stock Exchanges.

**Georgia-Pacific**

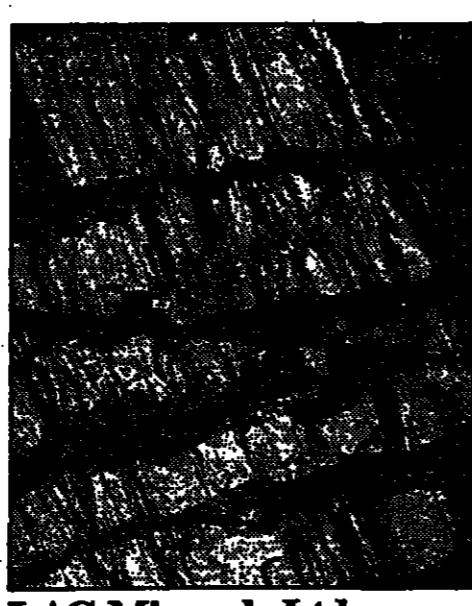
1986 was a year of solid performance for Georgia-Pacific. Net income rose 56% over 1985 to \$296 million. Sales reached \$12.2 billion and cash flow from operations was \$1.1 billion. In the fourth quarter the dividend increased to 25¢ per share. And we continued to improve productivity and upgrade our product mix. Send for more good news in our annual report, in print or video.

**Inco Limited**

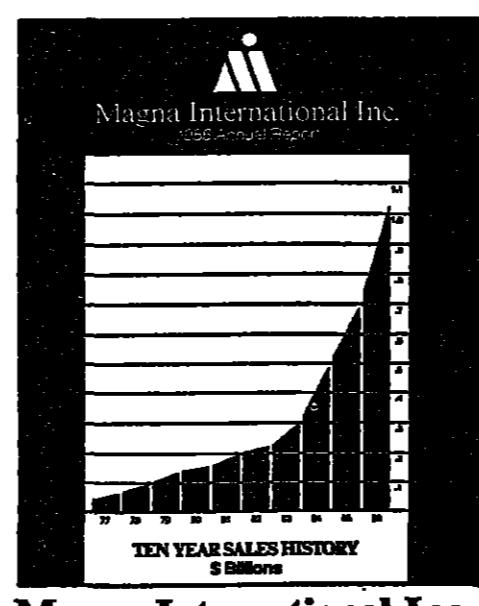
Inco Limited is the non-communist world's leading producer of nickel and a substantial producer of copper, precious metals and cobalt. In addition, Inco is the world's largest producer of wrought nickel alloys as well as a leading manufacturer of blades, discs, rings and other forged and precision-machined components made from special alloy materials. The Company is also a major producer of sulphuric acid and liquid sulphur dioxide, and has other interests in metals, venture capital, mining equipment manufacturing, and engineering and technology sales. For 1986 Inco reported net sales of \$1,432 million (U.S.).

**Kraft, Inc.**

Kraft, Inc. is a multi-national food and consumer products company with 1986 sales of \$8.7 billion. Food products market under such brand names as Miracle Whip, Philadelphia Brand, Velveeta, Breyers and Lendt's, as well as its foodservice and financial companies, accounted for 89 percent of sales. Consumer products is represented by Duracell Inc., the world leader in consumer alkaline batteries.

**LAC Minerals Ltd.**

LAC's 1986 Annual Report contains a special section titled "A Strategic Approach to Mining." This highlights the business and plan to focus on which LAC's success has been based—success that includes production of more than one million ounces of gold in the past five years. The Report also provides detailed information on operations and exploration activities including production and reserves figures. LAC Minerals is a major North American gold producer with interests in platinum-palladium, limestone, oil and gas.

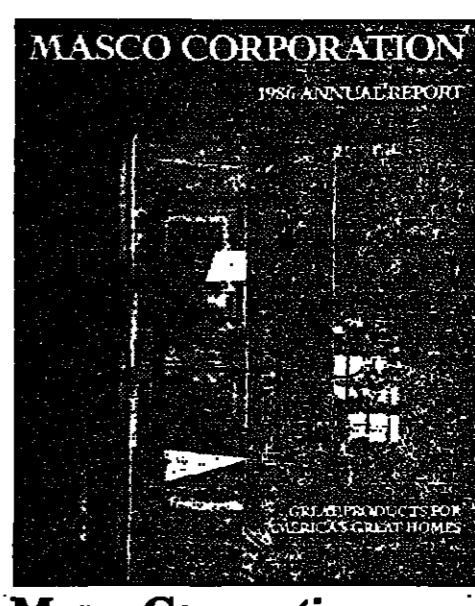
**Magna International Inc.**

Magna International Inc. designs, develops and manufactures a diverse line of automotive components and systems for auto primarily to original equipment manufacturers.

Our unique corporate culture allows Magna to make a better product for a better price, and that in turn has given us continued growth averaging 30% annually in sales and profits.

In 1986 earnings increased 24% to \$47.3 million.

The Company has more than 85 facilities in North America and one in West Germany. Magna is a public company. Its class A shares are listed on the Toronto Stock Exchange and with NASDAQ in the United States.

**Masco Corporation**

MASCO CORPORATION, A UNIQUE GROWTH COMPANY with 11,000 employees, has recorded 30 CONSECUTIVE YEARS OF EARNINGS INCREASES. Sales and earnings during this period have increased at average annual compound rates of approximately 20 percent.

Masco manufactures Building and Home Improvement Products and Home Furnishings and Other Specialty Consumer Products.

Send for our 1986 Annual Report to learn why, we believe, Masco's earnings will continue to grow at an average annual rate of 15 to 20 percent annually over the next five years, with our sales in 1991 approaching or exceeding \$3 billion.

Part of 3 page series appearing May 6th, 7th and 8th.

Please send me the following Annual Reports:

- 13 American Brands, Inc.
- 19 Georgia-Pacific
- 14 CSX Corporation
- 20 Inco Limited
- 15 Elbit Computers Ltd.
- 21 Kraft, Inc.
- 16 Engelhard Corp.
- 22 LAC Minerals Ltd.
- 17 Federal Industries Ltd.
- 23 Magna International Inc.
- 18 Federal-Mogul Corporation
- 24 Masco Corporation

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## FINANCIAL TIMES

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Monday May 11 1987

# The onus is on Botha

**THE SOUTH** African election result comes as no source of comfort for the Republic itself or for the region as a whole. The surge of support for the far right deals a severe blow to the slim hopes that the ruling National Party would revive the stalled reform process, while the likelihood that Pretoria will play an even more aggressive, destabilising role in Southern Africa increases. President P. W. Botha may continue to talk of reform but the record of the last two years and the nature of the election campaign calls into question his commitment.

On the face of it, President Botha achieved a parliamentary triumph, increasing his party's strength from 126 to 133 in a 178 member house. But further consideration may suggest that by calling the election the President has made a second fundamental misjudgment in his efforts to resolve the country's political crisis. The first was his introduction in 1981 of a new constitution which created a tricameral parliament with separate chambers for whites, Indians and coloureds (non-whites). This rebuff to black demands for a place in a national legislature helped fuel the unrest that gathered force that year.

The 1987 campaign by the National Party, offering no realistic constitutional outlet for black aspirations, has similarly antagonised blacks who last week stayed away from work places and schools in the largest protest the country has seen. Even the moderate Chief Minister of Natal, who saw the voters in Natal shift to the right in a clear rejection of the multiracial administration, the Zulu leader had advocated for the province now speaks in apocalyptic terms about the probable conflict ahead.

### Black aspirations

Within the National Party itself Mr Botha may prove to be a liability. For those who fear the far right challenge at the next election, due in 1989, the President's association with reform — albeit limited — may be a disadvantage. For those in the party who advocate change, Mr Botha would not seem to be the appropriate leader. Either his heart has never been in meaningful reform, or the man who said that South Africa must adapt or die lacks the courage of his convictions.

In prospect, however, that white politics is now going to be dominated by a National Party bankrupt of ideas as to how to meet black aspirations.

# An imaginative recycling plan

**FINANCE MINISTERS** meeting this week in Paris under the auspices of the OECD can be under no illusions about the health of the world economy. The OECD, like other forecasters, has revised down its already modest growth projections. The dollar remains fragile despite a rising interest rate differential in its favour. Chronic trade and international debt difficulties remain unresolved. Never has an imaginative strategy for tackling these interlinked problems been more urgently required.

Policymakers seeking constructive solutions should examine the proposals put forward in Tokyo last week by Dr Saburo Okita and his colleagues at the World Institute for Development Economics Research. The report, Mobilising International Surpluses for World Development, urges the Japanese Prime Minister to consider a much more ambitious recycling of the trade surplus than he proposed in Washington a fortnight ago. Mr Nakasone has an undoubted mandate to develop countries worth \$200b over three years; Dr Okita suggests that \$150b over five years is closer to what is needed.

### Global perspective

The wider report takes the view that the size of Japan's surplus is much less important than how it is spent. From a global perspective, the pressure on Japan (and to a lesser extent West Germany) to stop fanning protectionism by saving too much is slightly irrational. It makes sense only within the narrow frame of reference of industrialised countries and ignores the fact that the debtors of the Third World are being forced to transfer resources to the rich north because new loans are falling far short of repayments of interest and principal.

The attack on excessive saving in Japan is thus occurring against a backdrop of an acute shortage of capital in the Third World. A sizeable reduction in the unsustainable US trade deficit is certainly desirable; the point to remember is that this does not entail an

equal and opposite reduction in the Japanese and West German surpluses. Within reason, there is a way for these countries to avoid what they see as excessive domestic inflation and to continue to rely on export-led growth: they can finance a move into sizeable deficit on the part of developing countries.

### Magnetic pull

Dr Okita and his colleagues do not think Japan should reduce its current account surplus (forecast to be slightly over \$80bn in 1987) below \$50bn for the foreseeable future. But they do think that at least \$25bn a year should be earmarked for developing countries. Capital, however, will not flow if its own volition to the Third World.

There are all kinds of obstacles: new lending is seen as extremely risky because of the huge overhang of old debts, direct investment by companies is impeded by legal and political constraints, and portfolio investment is circumscribed by the volatility of exchange rates and of interest rates.

This is all very unsatisfactory for those in the City who like to think they have some inside information on the election outcome — or even those like Gavyn Davies of Goldman Sachs, who has put a lot of work into

The diversion of foreign capital away from the US would be a much better way of forcing Americans to live within their means than protectionism. The question, however, is whether finance ministers are willing to pay more than lip service to ambitious plans to recycle the surpluses to the Third World. The wider study argues the case for the setting up of a special trust fund, for explicit government guarantees on loans to the debtor countries, for interest rate subsidies, for a bigger role for the World Bank and the IMF, and for a decisive reconstruction of the overhang of old debt.

None of these proposals is likely to appeal to finance ministry officials, but that does not mean they should not be considered by the politicians. It can sometimes be riskier to do nothing than to do something.

**CAN AMERICA MAKE IT?** In the first of a series, Guy de Jonquieres and Anatole Kaletsky

seek reasons for the dramatic decline in American industrial performance

# The enemy within

**A**FTER almost a century as the world's pre-eminent industrial power, the US is being forced to acknowledge that its period of unchallenged leadership is over.

Hopes that defectors from the National Party, such as Dr Denis Worrall, could form a moderate alliance with a strengthened Progressive Federal Party and the business community have been dashed. Such an alliance may yet materialise, but clearly its time has not yet come.

### Racial confrontation

The outcome of the election does not make matters any easier for Western governments, whose influence on Pretoria has always been limited. The selective economic sanctions imposed by the West last year were designed not to cripple the South African economy but to send a clear message to Mr Botha, about Western repugnance for apartheid and to reflect the growing doubts in Western capitals about his government's commitment to change. In the wake of the election, it is likely to be a growing debate about the merits of that strategy. Some will argue that the only proper response to developments in South Africa is to keep turning the economic screws. Others are claiming that sanctions have helped drive whites back into the laager from which they may have been slowly emerging.

It may turn out that there is little the West can do at this stage to help avert the crisis in South Africa. But Western governments can help ameliorate the potential consequences for black-ruled states in the region by assisting them to reduce their transport and trade links with Pretoria.

Britain is already contributing to this by supporting the Southern African Development Co-ordination Conference, the association of nine countries which has made transport rehabilitation a priority. Britain is also assisting Mozambique, whose railways and ports are vital to the strategy, train an army which is defending those facilities from attack by rebels who continue to win backing, political or otherwise, from South Africa.

In the last analysis the ball is in Mr Botha's court. It can only be hoped that his election victory will encourage him to return to the process of reform which he himself once advocated and which seemed to provide a path to a negotiated solution to his country's problems.

Despite such setbacks, the US rate of unemployment has fallen and the lowest in the world. But the shock of seeing their proudest industries humbled and their national Treasury descending into debtor status has drawn Americans' attention to disturbing features in their economy's enviable record of job creation as well.

For the new jobs have been

created at the expense of a dismal record of productivity growth and a marked decline in living standards. Indeed, productivity and living standards, rather than budget deficits or trade, are coming to be recognised by businessmen, politicians and labour leaders as the two vital components of the competitiveness issue.

In the past 10 years, business output per man hour has grown by a meagre 0.9 per cent a year. Although productivity has increased rather faster, it has failed to keep pace with improvements in key competitor economies. With the collapse of the dollar, America's per capita gross national product, the broadest measure of the country's international economic standing, has for the

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YOU WOULD probably expect a Defence White Paper from a British government led by Mrs Margaret Thatcher to be both hawkish and dogmatic, and you would be right. This year's version is a fairly extreme example of the genre, no doubt because election time is here again.

At all events, it contains a large ingredient of party politics, with one little essay criticising the defence policy of the Alliance parties, and two little essays criticising Labour.

Some element of party-politicking is understandable. The unilateralist posture of the Labour Party would represent such a fundamental break with the defence policy that has been pursued by governments of both left and right, since the Second World War, that the Ministry of Defence is entitled to underline the fact.

It is entitled to argue the case that Nato cannot dispense with nuclear weapons for its defence. And it is entitled to argue against a reduction in the commitment of US forces to the defence of Europe. Even if such a reduction is not explicitly part of Labour's platform, there is no doubt that there are people on the European left who query the American security and there is a strong possibility that Labour's nuclear defence policy, if implemented, might lead to a reduction in the American commitment to Europe.

More unfortunate is the dogmatic little essay claiming to prove, yet again, that Britain is to have a nuclear deterrent, there is no conceivable alternative to the Trident D5 submarine missile system being acquired from the US. A categorical assertion of this kind is out of place, since the technical case for a particular weapons system cannot possibly be as absolute as that, and the main argument against Trident is not technical, but political. But let it pass: this is the pre-election period.

But the really disturbing section in the White Paper is the first essay, called: "70 Years On: 'A Country or a Cause?'" This purports to be a detached discussion of the policies and postures of the Soviet Union, to see whether, despite the innovations introduced by Mr Mikhail Gorbachev, it is still as much of a threat to our security as ever. The portentous antithesis and leaden alliteration of the title betray both the tone and the conclusion.

"What is the Soviet Union today?" it asks sternly. "Is it a country with values and concerns much as our own—to live in freedom and prosperity and in harmony with its neighbours? The friendly face that

## Foreign Affairs

# A devilish plot and a drumroll by the men of the ministry

By Ian Davidson

Soviet leaders under Mr Gorbachev present to the world has apparently come to take that view. Or is it an implausible argument based only on increasing its influence at the expense of Western interests and values? Which of these two pictures is nearer to the truth?

No prizes are offered for guessing the answer to that one. The Ministry does make a small concession in the spirit of open inquiry, however:

"It is important that we try to understand what Soviet aims

the British, French, Austrian, German, Ottoman or Spanish empires ever tried to impose on what became of them."

Next we have a reference to Communist ideology and a quotation from Lenin: "Socialists cannot, without ceasing to be socialists, be opposed to all war. Only after we have overthrown, finally defeated and expropriated the bourgeoisie of the entire world... will war become impossible." Your scholar does not underline the fact that this quotation, from 1916, anticipated both the Revolution and the Soviet Union's

struggle against capitalism. That struggle continues today... In the absence of unmistakable evidence of a change in long-term Soviet objectives, it would be reasonable to assume that the West must remain a prudent policy of the West must remain one of caution." Drumroll: national anthem; credits: curtain.

Well, of course, we all get the point. The Men from the Ministry are warning all us innocent girls not to be taken in by the wicked wiles of that sinister seducer, Sir Jasper Gorbachev. It's been proved time and again: The Russians Are Only After One Thing! So stay well away from him, put your faith in nuclear deterrence and drop a penny in the Trident Collection Box.

It is a great tribute to the impression he has made that they think they need to go in for this kind of thing. Everybody knows that the Soviet Union has been our enemy on ideological principle and must still be assumed to be our adversary, if only under the powerful compulsion of historical necessity: their system and their East European conquests place them in hostile

countries.

Conversely, there is a vast community of interests and values between Western Europe and the US, whereas the Soviet Union has a long way to go in principle and practice, before it can claim membership of civilised society.

And yet there is little doubt that, to many Europeans, Mikhail Gorbachev is more popular and more trustworthy than Ronald Reagan. Mr Gorbachev looks like the good guy, with his incessant overtures to the West, while Mr Reagan, with his devotion to Star Wars,

No useful purpose is served by pretending that safety consists in relying on the simplicities of the world before Gorbachev

and intentions are because they must in some degree determine our own policies." The phrase "in some degree" seems altogether too grudging; but the Ministry thinks we cannot be too careful, and must guard against any danger that there has been a change for the better in Soviet objectives.

Then we get a re-run of the tired old paradigm: the Soviet Union is just "Terrorist Russia multiplied by Marxist-Leninism. First, we are told, there was "a sevenfold expansion of the Russian empire between the 18th and 19th centuries"; our man is careful not to refer to

the withdrawal from the First World War.

He praises some of the new things said by Mr Gorbachev "as a welcome evolution of Soviet political thinking" but then proceeds to attack it: "It is not yet clear how much weight it will be given, as opposed to traditional Marxism-Leninism, which in some ways it contradicts... It remains to be seen whether the 'new thinking' will be accompanied by changes in the objectives of Soviet foreign policy.

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Then we get a re-run of the tired old paradigm: the Soviet Union is just "Terrorist Russia multiplied by Marxist-Leninism. First, we are told, there was "a sevenfold expansion of the Russian empire between the 18th and 19th centuries"; our man is careful not to refer to

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He praises some of the new things said by Mr Gorbachev "as a welcome evolution of Soviet political thinking" but then proceeds to attack it: "It is not yet clear how much weight it will be given, as opposed to traditional Marxism-Leninism, which in some ways it contradicts... It remains to be seen whether the 'new thinking' will be accompanied by changes in the objectives of Soviet foreign policy.

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## INTERNATIONAL CAPITAL MARKETS

## UK GILTS

## Election prospects dominate sentiment

ONE WONDERS how long the virtuous circle of a surging exchange rate triggering a cut after cut in base lending rates can be sustained and therefore how much further yields on UK government bonds can fall.

The look of the gilt-edged market has been transformed in matter of weeks. Not the least notable evidence of this change was the brief crossover on Friday between US Treasury and gilt-edged yields. This was an even wider and widely expected for later in the year, but few, one suspects, expected it at this juncture.

British bond yields now look firmly established below 8 per cent and sterling shows no sign of faltering. Nevertheless, there are many reasons to inject a note of caution into current

The Bank of England made it plain on Friday that it would use all its ammunition to fight market pressure for a further cut in base rates, establishing an upward sloping yield curve in the domestic money market and intervening in currency markets on a very substantial scale.

While sterling remains on a rising note, falls in interest rates should not be inflationary and the latest cuts in base rates are thought to leave the state of monetary policy no looser overall than before because of the pound's inexorable rise.

However, there are risks. First, once Mrs Thatcher calls an election, the current bout of euphoria in some of its shrine and markets will start concentrating for real on the Conservatives' electoral chances. Yes, the local authorities were bad for Labour and good for the Government and the Alliance, but the results still suggested a much-reduced parliamentary majority and a great deal can change in the course of an election campaign.

Secondly, as no doubt Sir Robin Leigh-Pemberton, Governor of the Bank of England, will point out in a major lecture this week, there still remains a large overhanging glacier of liquidity in the form of bank deposits which could start to melt as returns on investments are steadily eroded.

It is difficult to predict when

## US MONEY AND CREDIT

## Japanese investors to the rescue

LAST WEEK'S \$26bn second-quarter Treasury refunding passed with the maximum of fuss, but it passed safely thanks to that stalwart of the US government bond market, the Japanese investor. Bond prices actually ended the week on a rising note, with the old Treasury long bond picking up to end the week unchanged, yielding 8.6 per cent.

For some observers on Wednesday, the Japanese investment community was telling the world that it believed the dollar really would fall under \$90 over the next 10 years to wipe out the yield differential. After all, the dollar was trading at Y280 just two years ago. Alternatively, the Japanese were engaged in terrorising the market into pushing up yields for Thursday's long bond auction.

As it turned out, Japanese investors piled into Thursday's \$2.25bn issue of 30-year bonds, picking up between \$4bn and \$5bn of the bonds on offer at an average yield of 8.76 per cent.

## Short trades

The following statistics are due to be released this week. The median market expectations were surveyed on Friday by Money Market Services of Redwood City, California.

• Most attention will be fixed on Thursday's report on merchandise trade for March. The median estimate, out of 38 surveyed, is for a deficit of \$13.5bn. However, the range extends

from \$15.5bn to \$11.8bn.

• The figure for housing starts in April is due on Tuesday. The median of 26 estimates is for an increase of 1.75m with a range of 1.6m to 1.85m.

• Retail sales in April will be published on Wednesday. Out of 38 estimates, the median is for an increase of 0.8 per cent, with a range extending from an increase of 0.3 per cent to a decrease of 1.7 per cent to a decrease of 0.8 per cent.

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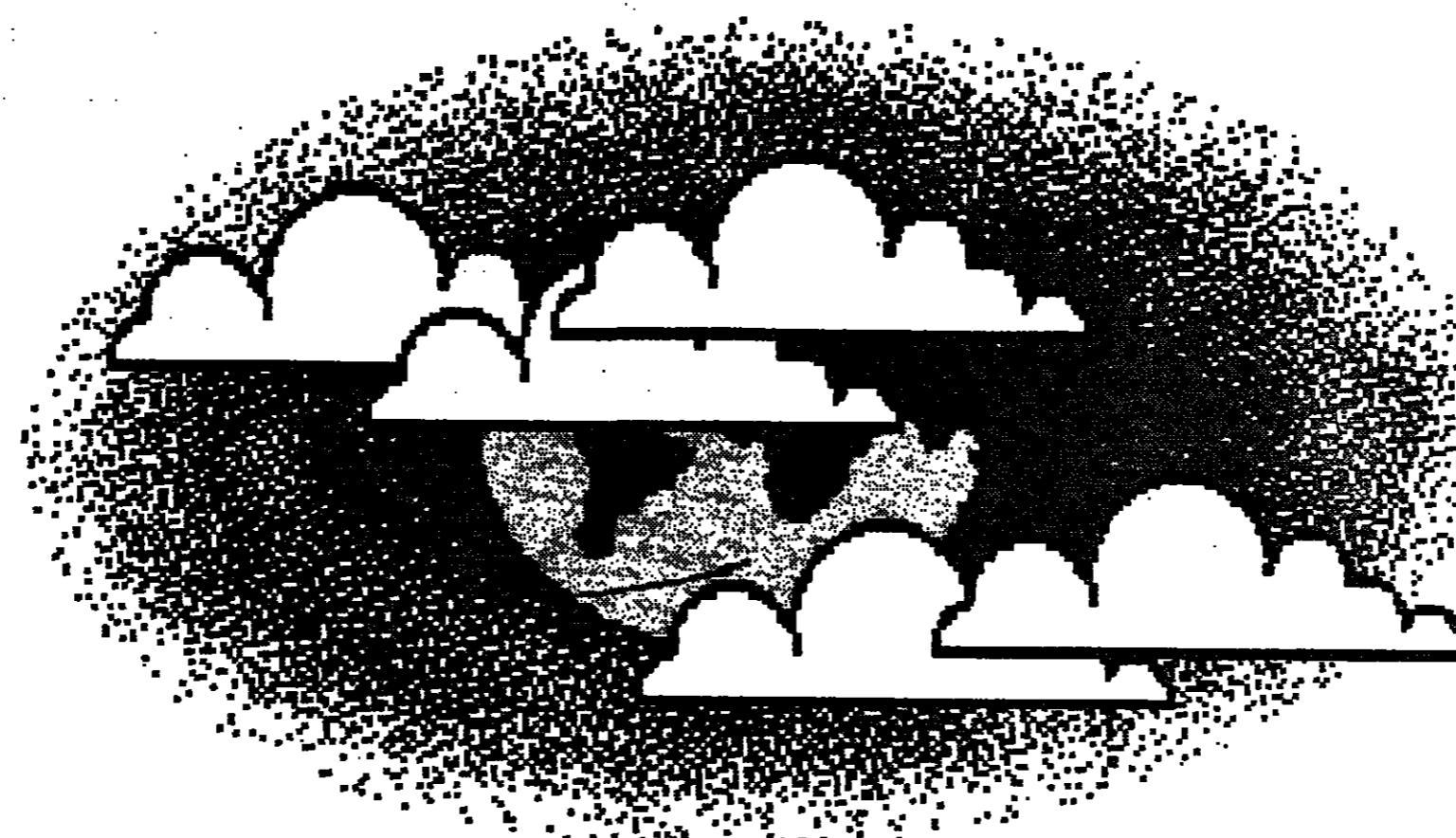
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## INTERNATIONAL CAPITAL MARKETS and COMPANIES

Paul Betts previews an important test for the French Government's sell-off programme  
**CGE shapes up to challenge foreign rivals**

MR PIERRE Suard suggested at the weekend that he could provide Mrs Thatcher with a few tips on how to run an election campaign. Preparing for privatisation of Compagnie Générale d'Électricité (CGE) has been like running a high-gearred election campaign, said the chairman of the large French nationalised telecommunications and heavy engineering group.

Even in the executive jet taking him to London for a pre-privatisation roadshow, Mr Suard could not resist trying to sell a few shares of his company to the air hostesses.

From the beginning, the flotation of CGE has been widely regarded as the most important privatisation so far in the French Government's state sell-off programme, not only from a financial standpoint but also from an industrial point of view.

At the same time, the CGE flotation which starts today with 82.6m shares at FFr 132m (948.90) each, will have a major impact on the success of the Government's future privatisation calendar as well as for CGE itself.

"Privatisation will once again equip the group with the similar weapons of its main international rivals to compete in an increasingly tough international environment," said Mr Suard. "Like our competitors we will now once again have access to the financial markets and we will also rid ourselves of government intervention."

Unlike the previous privatisations in the French Government's programme, the CGE operation has been linked with a record new share issue for the group to strengthen its balance sheet and help it absorb the recent takeover of ITT's telecommunications assets.

While the state sell-off is expected to raise about FF 6bn for the Government, the new share issue will provide CGE separately with FF 8.5bn in fresh equity funds. Moreover, FF 6.1bn worth of existing non voting shares will also be converted on a 1:10 basis into new voting shares which will further strengthen CGE's balance sheet.

"After the capital increase and the conversion of non-voting shares, the group's equity capital will double from FF 8.5bn to FF 17.bn. This will give us a balance sheet more in line with a major competitor like Siemens," explained Mr Pierre Bilger, CGE's execu-

tive vice-president and finance director.

The last few years have seen a major transformation in CGE's industrial weight and structure following a series of major acquisitions and mergers. In its telecommunications, business communications and electronic sector, which now accounts for 60 per cent of its total sales - estimated at FFr 132bn this year - CGE's Alcatel subsidiary first absorbed the telecommunications assets of the French Thomson group and then took control this year of ITT's telecommunications operations, making it the world's second largest telecommunications group after American Telephone & Telegraph.



Pierre Suard (right) and Georges Pebereau - a "nuts and bolts" manager took over from a virtuous dealmaker

branch out and seek new markets.

"Today France accounts for about 40 per cent of our total sales and the state monopolies for only 40 per cent of our French sales, in other words for only about 15 per cent of our total turnover, while 60 per cent of our business is now done outside France," said Mr Suard.

Moreover, CGE now faces particularly strong international competition since its activities are focused in either mature markets like heavy engineering, nuclear and shipbuilding, or in growing markets like telecommunications where competition is intense. Mr Suard is now also seeking to develop and expand a third core business sector for CGE in industrial services.

The spread of CGE's business in mature or highly competitive growth sectors has given the new Alcatel telecommunications group to install 2.5m System 12

with the size of the financial operation a more speculative character than the previous French privatisations, including those of the Paribas and CCF banking groups and the Saint-Gobain glass and pipes concern.

The acquisition of the ITT telecommunications businesses and of the 40 per cent stake in Framatome have raised inevitable doubts from investors throughout the CGE privatisation campaign. But Mr Suard appears to have convinced the financial community that the technical problems which devilled ITT's System 12 digital switch have now been overcome.

Warburg Securities, for example, says in a long report on CGE that "in our view, the initial problems with System 12 have now been solved." Mr Suard adds that he expects the new Alcatel telecommunications group to install 2.5m System 12

lines this year, which would be more than the 1.5m lines of the French E-10 digital switch due to be delivered this year. Alcatel has also made FF 7.2bn in provisions for restructuring and other costs to cover the ITT merger.

As for Framatome, Mr Suard acknowledges that orders for new nuclear plants are drying up. However, he argues that Framatome still has orders to complete and that it is likely to benefit in the next few years from a growing replacement market for nuclear reactors.

All this makes CGE confident that it will sustain higher earnings in the next few years. After reporting profits of FF 2.5bn last year, earnings are expected to rise to about FF 2.8bn this year. Mr Bilger says the group's net margin this year should be at least 2.1 per cent of sales of about FF 132bn or more.

Although Mr Suard says that CGE remains on the look out to seize possible new acquisition opportunities, the next few years are likely to involve a period of consolidation as the group absorbs and restructures its recent spate of acquisitions.

Indeed, the appointment of Mr Suard himself last summer already reflected this new phase. While his predecessor Mr Pebereau had been essentially a virtuous international dealmaker who the French nicknamed "the Florentine", Mr Suard has the reputation of a "nuts and bolts" industrial manager.

Well known among his peers for the way he built up CGE's Cables de Lyon subsidiary, Mr Suard was virtually unknown by the general public before he took over as chairman. However, the privatisation campaign has thrown the spotlight on this typically French industrial patron who seems to have started taking an amused taste for the cameras and relaxed in his new public role.

Mr Suard will be all the more relieved after the flotation of CGE has got off the ground today. But all the indications suggest that neither he nor the French Government need worry much. Demand in France for CGE shares is expected to be strong and the 20 per cent of the offer reserved for foreign investors is already several times oversubscribed. Grey market quotations in London on Friday were hovering around FF 370, already suggesting a hefty gain on the FF 290 offer price.

### NEW INTERNATIONAL BOND ISSUES

Borrower	Amount m.	Maturity	Av. life years	Coupon %	Price	Book Runner	Offer yield %
U.S. DOLLARS							
Yankee Transport 1/2	250	1992	5	2	100	Nikko Secs (Europe)	2.000
First 2 (c) 1/2	338	1993	6	2 1/4	100	Barings Paribas	5.000
Hydro-Élec. & Dev. (d) 1/2	175	1992	5	2	100	Ek Creditviller, K.R.	2.750
McDonald's Corp. 1/2	75	1994	7	2 1/4	100	Morgan Stanley	4.000
Alico 5	150	2002	15	(5-5 1/2)	100	CSFB	4.000
Stepco Breweries 1	100	1992	5	2	100	Nomura Int.	2.250
Glensco Corp. 1	75	1992	5	2 1/4	100	Nomura Int.	2.250
CANADIAN DOLLARS							
First Credit Canada 1	100	1992	5	10	101 1/2	Goldman Sachs	8.750
Wise de Montreal 1	50	1992	5	10	101 1/2	Bank of Montreal	8.500
AUSTRALIAN DOLLARS							
State St. of Australia (b) 1/2	50	1992	5	1 1/2	101 1/2	SBCI	13.140
Credit Suisse Finance 1	75	1992	2	1 1/2	101 1/2	CSFB	12.211
Depot & Trust 1	50	1992	2 1/2	1 1/2	101 1/2	Bar, Hypothécaire & W-Bk	12.850
Bank of Australia (g) 1/2	75	1994	7	1 1/2	101 1/2	State Royal Bank	12.300
BNAC Australia 1	50	1992	5	1 1/2	101 1/2	Handelsbank	12.220
Commercial Finance 1	75	1992	2	1 1/2	101 1/2	Commerzbank	12.220
Deutsche Bank Fin. 1	100	1992	5	1 1/2	101 1/2	Deutsche Bk Cap. Mkt.	12.240
D-MARKS							
IBAN 1/2	250	1997	10	6	100	Deutsche Bank	8.000
SWISS FRANCS							
Tele Savoie Co. 1/2	100	1994	-	1	100	SBC	1.000
Thierry Verney's schafft 1	100	1995	-	6 1/2	100	Paribas	6.375
Credit Suisse Finance (a) 1/2	50	1997	-	(3 1/2)	100	Swissamer L'assurance Assur	0.500
Tabac Corp. 1/2	50	1992	-	7 1/2	100	SBC	4.375
Belgian 1/2	100	1992	-	9 1/2	100	CSF	4.500
Tabac Suisse 1/2	100	1992	-	(7 1/2)	100	HSB	4.500
IFA (Germany) 1/2	50	1997	-	6 1/2	100	SBC	4.750
Swedbank Export Co. 1/2	100	1993	-	6 1/2	100	Chicago Inv. Bank	4.750
STERLING							
Wiggin Credit (a) 1/2	50	1992	5	9 1/2	101 1/2	Country N'West/Wipper Cr.	8.742
Prudential Finance 1	150	2007	25	9 1/2	100	Wachovia Securities	8.310
Malta B. Society (b) 1/2	50	1992	5	9 1/2	101 1/2	Morgan Grenfell	-
IRISH							
First 20	20	1994	7	7 1/2	100	Nat. Bank of Kuwait	7.500
EDF							
EDF 1/2	100	1994	7	4 1/2	100	Salomon Brothers	4.625
Capita 1/2	50	1992	2	(6)	100	Nomura Int.	4.500
ASIK-CESI Fin. 1	100	1992	5	7 1/2	101 1/2	Japan European Bk	7.042
YEN							
First Water Credit 1	140	1992	5	4 1/2	101 1/2	HSB Int.	4.342
First Services 1	150	1994	7	4 1/2	101 1/2	HSB Int.	4.351
Union Bk of Fukuoka 1	100	1997	10	4 1/2	101 1/2	Fuji Int. Finance	4.581
HSK 1	200	1991	4	4 1/2	101 1/2	Br. of Tokyo Int.	3.782
HSK 2	250	1992	5	4 1/2	101 1/2	LTCB Int.	3.828
Victoria P. Auct. Fin. 1	100	1992	5	4 1/2	101 1/2	HSB Int.	4.261

\* Not yet priced. † First issue. \*\* Private placement. † Floating rate notes. † With equity warrants. □ With gold warrants. △ Currency convertible. (a) Convertible preference shares. (b) Coupon 14 1/2% first year, refined annually. (c) 9 1/2% over 3m libor. (d) Exchangeable into gold. (e) Listed to KZS. (f) Coupon: years 1-3, 9 1/2%; years 4-6, 17 1/2% lib over 3m libor. (g) With bond warrants. Note: Yields are calculated on ABO basis.

## Minebea advances despite strong yen

BY YOKO SHIBATA IN TOKYO

MINEBEA, the world's largest maker of miniature ball bearings, overcame the yen's steep appreciation in its first half ended March 1987, raising pre-tax profits 4.5 per cent to Y4.16bn (\$20m). Net profits were Y2.22bn, up 19 per cent.

Minebea, which depends on exports for nearly 40 per cent of its profits, was covered by higher volume sales, which led to an increase of 4 per cent in the yen's rise by shifting

more of its production to overseas markets. Overseas production, mainly in Thailand and Singapore accounted for 97 per cent of Minebea's bearing output, the mainstay of the company.

During the past year, unit prices of bearing declined, but the fall was projected by higher volume sales, which led to an increase of 4 per cent in the sales by value during the six months.

Sales of electronic equipment and components showed a strong 27 per cent growth, surpassing bearing sales for the first time. Overall sales rose 18.5 per cent to Y81.61bn.

For the full fiscal year ending September 1987, pre-tax profits are projected at Y96bn, up 4.7 per cent, turnover of Y125bn, up 10.5 per cent in the sales by value during the previous year.

These securities have been sold outside the United States of America and Japan. This announcement appears as a matter of record only.

NEW ISSUE

28th April, 1987



TOSHIBA INTERNATIONAL FINANCE (NETHERLANDS) B.V.

U.S.\$40,000,000

7 3/4 per cent. Guaranteed Bonds 1992

Unconditionally and irrevocably guaranteed by

**TOSHIBA CORPORATION**

Issue Price 101 1/2 per cent.

Nomura International Limited

Algemene Bank Nederland N.V.

Kleinwort Benson Limited

Mitsui Finance International Limited

Smith Barney, Harris Upham & Co. Incorporated

Chemical Bank International Group

Daiwa Europe Limited

Merrill Lynch Capital Markets

Mitsui Trust International Limited

This announcement appears as a matter of record only.

These securities have been sold outside the United States of America and Japan. This announcement appears as a matter of record only.

NEW ISSUE

30th April, 1987



## Nippon Shokubai Kagaku Kogyo Co., Ltd.

(Nippon Shokubai Kagaku Kogyo Kabushiki Kaisha)

**U.S.\$80,000,000**

**2 per cent. Guaranteed Bonds due 1992**

with

### Warrants

to subscribe for shares of common stock of Nippon Shokubai Kagaku Kogyo Co., Ltd.

The Bonds will be unconditionally and irrevocably guaranteed by

**The Daiwa Bank, Limited**

Issue Price 100 per cent.

These securities have been sold outside the United States of America and Japan. This announcement appears as a matter of record only.

NEW ISSUE

7th May, 1987



## THE SANKEI BUILDING CO., LTD.

(Kabushiki Kaisha Sankei Building)

**U.S.\$60,000,000**

**2 1/8 per cent. Guaranteed Bonds due 1992**

with

### Warrants

to subscribe for shares of common stock of The Sankei Building Co., Ltd.

The Bonds will be unconditionally and irrevocably guaranteed by

**The Sumitomo Bank, Limited**

Issue Price 100 per cent.

### Nomura International Limited

Daiwa Bank Capital (Management Limited)

IBJ International Limited

Banca Commerciale Italiana

Bankers Trust International Limited

Baring Brothers & Co., Limited

Citicorp Investment Bank Limited

Credit Suisse First Boston Limited

Robert Fleming & Co. Limited

Kleinwort Benson Limited

KOKUSAI Europe Limited

Kuwait Foreign Trading Contracting & Investment Co. (S.A.K.)

Lazard Frères et Cie.

Morgan Stanley International

Shearson Lehman Brothers International

Union Bank of Switzerland (Securities) Limited

### Fuji International Finance Limited

Banque Nationale de Paris

Credit Suisse First Boston Limited

Kidder, Peabody International Limited

Kuwait Foreign Trading Contracting & Investment Co. (S.A.K.)

Mitsubishi Finance International Limited

J. Henry Schroder Wagg & Co. Limited

Sumitomo Finance International

Yamaichi International (Europe) Limited

Yamatane Securities (Europe) Limited

These securities have been sold outside the United States of America and Japan. This announcement appears as a matter of record only.

NEW ISSUE

7th May, 1987



## HOKURIKU ELECTRIC INDUSTRY CO., LTD.

(Hokuriku Denki Kogyo Kabushiki Kaisha)

**U.S.\$35,000,000**

**2 1/8 per cent. Guaranteed Bonds 1992**

unconditionally and irrevocably guaranteed by

**The Hokuriku Bank, Ltd.**

with  
Warrants

to subscribe for shares of common stock of Hokuriku Electric Industry Co., Ltd.

Issue Price 100 per cent.

### Nomura International Limited

Prudential-Bache Securities International

Banque Nationale de Paris

DKB International Limited

Fuji International Finance Limited

Hokuriku Finance (H.K.) Limited

Kleinwort Benson Limited

KOKUSAI Europe Limited

Morgan Grenfell & Co. Limited

Morgan Stanley International

Salomon Brothers International Limited

Sonyo International Limited

J. Henry Schroder Wagg & Co. Limited

These securities have been sold outside the United States of America and Japan. This announcement appears as a matter of record only.

NEW ISSUE

7th May, 1987



## NTN TOYO BEARING CO., LTD.

(NTN Toyo Bearing Kabushiki Kaisha)

**U.S.\$100,000,000**

**8 3/4 per cent. Guaranteed Bonds due 1992**

Unconditionally and irrevocably guaranteed by

**The Sanwa Bank, Limited**

Issue Price: 101.5 per cent.

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Banque Paribas Capital Markets Limited

The Nikko Securities Co., (Europe) Ltd.

Sanwa International Limited

Swiss Bank Corporation International Limited

Bank of Tokyo International Limited

Crédit Lyonnais

Daiwa Europe Limited

Dresdner Bank Aktiengesellschaft

LTCB International Limited

Morgan Grenfell & Co. Limited

J. Henry Schroder Wagg & Co. Limited

Toyo Trust International Limited

S. G. Warburg Securities

Yamaichi International (Europe) Limited

## UK COMPANY NEWS

Nikki Tait on Tesco's bid for Hillards, which reaches a finale this week

## Yorkshire stoicism versus national muscle

**EASTER MONDAY.** Peter Hartley, chairman of Yorkshire supermarket group, Hillards, decides to check bank holiday trade at one of his stores.

Prey to its retailing charms, he comes away with £80-worth of gardening equipment. Mrs Hartley, not unnaturally, is less than enraptured.

Which seems about the only occasion when the staunch loyalty of the Hillards family, whose near-30 per cent hostile stake has bedevilled predator Tesco throughout its £225m bid, may have slipped an inch. If Tesco's case is correct, the chairman was doing just what Hillards needs.

The battle, which ends for its finale this Friday, has polarised in two arguments. From the Hillards camp comes the vigorous assertion that most aspects of a modern retailing infrastructure — specialist counters, central deliveries, electronic point-of-sale systems, and eventually scanning—are either in place, or on their way shortly.

And that, says the Yorkshire-based chain, is poised to produce spectacular profit advances. After £7.7m pre-tax in 1984-85, and £8.5m in 1985-86, the group has estimated £10.3m in the year to May 2 1987, and — to some raised eyebrows — not

less than £15m in the current year.

Tesco does not quarrel with the strategy; merely suggests that its larger resources would speed developments. Instead, it rests its case on volume. Can an independent Hillards, faced with stepped-up competition from Sainsbury, Asda, and William Morrison in its Yorkshire heartland, tempt enough shoppers through its doors with sufficiently open purses?

What everyone admits is the desirability of Hillards' actual store locations. Of its 40 outlets, 13 top 25,000 sq ft; 20 are between 10,000 and 25,000, and 10 outlets are under 10,000.

This makes the average store size a touch under 20,000 sq ft — in line with Tesco's own figure and, within the food retailing sector, beaten only by Asda and Morrison. For Tesco, with only scatter-guns representation in Yorkshire, the appeal is obvious.

Once inside, there is a good case to support Hillards' case. Service counters in the form of in-store bakeries and delicatessens are commonplace; seven outlets provide petrol pumps.

Longer-term, Hartley holds out a central distribution programme which will be aided by the building of a new warehouse, scheduled to open in

1988. At present, most stores get deliveries weekly; with all the attendant problems for stocking and wasted space. Come 1988/89, he estimates some £2m-worth of savings.

Even so, no amount of Yorkshire stoicism can conceal the recent lack of volume growth. During 1984/85, according to brokers L. Messel, sales volume in like-for-like stores fell by slightly under 1 per cent; in

1985/6 by over 3 per cent — the only company in the sector to show a decline. Hillards' answer is that the miners' strike hit hard; almost half its stores are in mining areas and one saw volumes fall by as much as 17 per cent. Moreover, it claims that a turn has come in the second half of 1986/7, so volumes for the year from existing stores will be up 3 per cent.

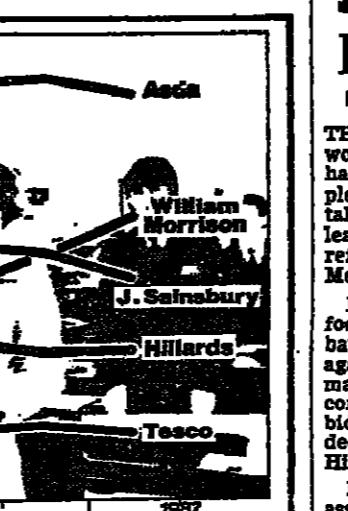
Nevertheless, the point has been relentlessly exploited by Tesco — secure in knowledge that its sales volumes rose 9 per cent in 1986/87, 4 per cent from existing stores and 5 per cent from new openings.

Moreover, the national chain can fairly claim that competition will only get worse. The successful push by Morrisons into Yorkshire is amply spelt out by the AGB figures for Yorkshire market share (see chart). And planning consents have been granted within five miles of 28 Hillards stores.

Perhaps the clincher for Tesco is that its greater resources offer immediate answers. If successful by Friday, the larger chain plans an instant £3m refit.

Longer term, Tesco talks of spending some £15m on further refurbishment and will clearly save on head office expenses. The net effect, it argues, will be to raise the sales/sq ft in Hillards stores from £7.80 closer to Tesco's own figure — £8.60 in 1985-86 and £10.20 in 1986-87, now that Victor Value and Tesco Stores Ireland have been shed.

If the industrial case is persuasive, what about the money? In all fairness, Tesco cannot be accused of underpaying. Its share price has risen 10 per cent over the past week but at 530p they value each Hillards at 390.5p. That suggests an exit p/e of 53 on a fully-taxed, fully-diluted basis for 1986-87 and a 23 times multiple on the current year. Even the 342.6p cash alternative gives 29 and 20 respectively.



## Leather union against Hillsdown

By Richard Tomlin

The TSE trade union representing workers in the leather industry has made a strongly-worded plea for Hillsdown's attempted takeover of Garner Booth, the leather manufacturer, to be referred to the Monopolies and Mergers Commission.

Hillsdown, the acquisitive food-to-furniture group, is battling for Garner Booth against Pittard, another leather manufacturer. On Friday, both contenders increased their bids, and Garner Booth's board decided to recommend the Hillsdown offer.

However, Mr Eugene Mallon, assistant general secretary of the National Union of Footwear, Leather and Allied Trades, has written to the Trade and Industry Secretary voicing his union's strong support for the Pittard merger and its opposition to the Hillsdown offer.

He says Hillsdown's intervention pays "scant regard" to the long-term interests of the industry and his members. "If the Hillsdown bid succeeds, the conglomerate that will result will have a disproportionate influence on the industry, with potentially serious results for Pittard."

Assuming the national chain does get home, is Hillsdown further evidence that regional chains are a dying breed? "They are in an increasingly difficult position," comments John Richards, at brokers Wood Mackenzie. "All the regional houses have reached a stage where their ambitions go beyond their resources."

Tesco, surprisingly, disagrees. "It is the end of weak brands or regional," suggests David Reid, the group's finance director, pointing to Safeway and Waitrose, which if seen as local companies in the Hillsdown sense, are non-national in coverage.

But then the former has gone to Asda and the latter is backed by John Lewis' resources. So small comfort therefor the dwindling band.

## United News eyes Extel's war of words with Ladbrooke

By CLAY HARRIS

United Newspapers, which has launched a £250m hostile takeover bid for Extel, is watching with concern the financial and sports information group's war of words with Ladbrooke Group, the betting, hotel and retailing company.

Samuel Moninger, in his bid for Extel, emphasised yesterday that United's role was that of an outsider but it was paying close attention to developments.

Ladbrooke on Friday issued a writ in the High Court seeking an injunction to prevent Extel from disseminating six specific statements about it. Extel strongly denied that it had spread any of the stories and said it would strenuously defend any legal action brought by Ladbrooke.

Ladbrooke's proceedings followed sharp falls in its share price after a flood of stock market rumours last week. Separately, recent dealings in

Ladbrooke shares are being investigated by the Stock Exchange at the company's request.

One subject specified in the Ladbrooke writ related to its leading role in Satellite Information Services, the company established to television race meetings to betting shops.

Leaving aside the questions at issue in the writ, Moninger said that the writ was a challenge which SIS posed to Extel's existing racing services underlined United's argument that Extel needed a change in control.

United, publisher of the Express newspapers, regional titles and magazines including Punch, has not yet issued its formal offer document for Extel. At United's closing price of 477p on Friday, its share price after a flood of stock market rumours last week. Separately, recent dealings in

## Guinness Peat sets up asset management venture

Guinness Peat has set up a company called Guinness Flight Global Asset Management to handle its currency and international liquidity management, private client and offshore business.

It will be owned 80 per cent by Guinness Peat and 20 per cent by its existing senior executives, led by Mr Tim Guinness and Mr Howard Flight.

Total funds under management of the new company exceed \$1.2bn, including offshore funds of \$483m and managed currency funds totalling \$283m.

May 11, 1987

**Bancomer**  
Sociedad Nacional de Crédito

(Incorporated in the United Mexican States with limited liability)

Formerly

**Bancomer, S.A.**

U.S. \$60,000,000

Subordinated Floating Rate Notes due 1986-1990

Notice is hereby given pursuant to the Terms and Conditions of the Notes that for the six month Interest Period, May 12, 1987 to November 12, 1987 the Notes will carry an interest rate of 7 1/4% per annum. On November 12, 1987 interest of US\$117,875 will be due per US\$3,000 Note against coupon No. 11.

Agent Bank

**ORION ROYAL BANK LIMITED**  
A member of The Royal Bank of Canada Group

## BOARD MEETINGS

TODAY	Irish Distillers	May 20
Interims: Bilton (Percy), Catalyst Connections Group, Ford (Martin), Lee Cooper, Liley (F. J. C.), Saurin Horn, Sime, United Friendly Insurance, UTC	Trillion Western Selection	May 12
Finals: Balfour, British American Film Holdings, Cotton Crafts, Fine Art Developments, Gowers, Gurnard, Securities	Finals	May 13
Diploms, TMD Advertising, FUTURE DATES	Cotton Crafts	May 14
Interims: Associated Energy Services ... May 14. Crystals ... May 15. Crystals ... May 16. Holmes Merchant ... May 17. Holmes Merchant ... May 18.	Fine Art Developments	May 15
	Gloves	May 17
	Harwell	May 18
	Ramco Oil Services	May 19
	Radicut	May 20

## NOTICE TO BONDHOLDERS

**THE SEIYU, LTD.**  
(Formerly "The Salyu Stores, Ltd.")

U.S.\$20,000,000 8% Convertible Bonds Due 1996  
(the "Securities")

Notice is hereby given pursuant to Clause 7(b) of the Trust Deed dated January 6, 1981 in connection with the Securities, of the Board of Directors of The Salyu, Ltd. (the "Company") approved by resolution of its meeting held on April 15, 1987 the merger agreement ("the Merger Agreement") between the Company and The Kansai Salyu, Ltd. ("Kansai Salyu"), a consolidated subsidiary of Kansai Electric Power Co., Inc. ("Kansai Electric") and the Company and that the Company entered into the Merger Agreement with Kansai Salyu on April 15, 1987. Certain information with respect to the proposed merger is set out below.

It is expected that on May 28, 1987 a General Meeting of Shareholders of the Company will be held at which the Merger Agreement will be submitted for approval by the Shareholders. It is expected that if the Merger Agreement is approved by the Shareholders, the Company will file a registration statement with the Securities and Exchange Commission on May 1, 1988 and the Registration of the Merger in the Commercial Register will be made in the first half of June, 1988. The basis of the Merger will be the issue of 0.5 shares of the Company for each one share of Kansai Salyu. However, as the par value of the shares of Kansai Salyu is Yen 500 per share, five shares of the Company will be allocated for each share of Kansai Salyu provided that the new shares will be allocated to the Company 600,000 shares of Kansai Salyu owned by the Company.

By: The Chase Manhattan Bank, N.Y.  
London, Principal Paying Agent  
May 11, 1987



## Queensland Coal Finance Limited

US\$46,000,000

Floating Rate Notes Due May 1985/96

Holders of Floating Rate Notes of the above issue are hereby notified that for the next interest period from May 12, 1987 to November 12, 1987 the following information is relevant:

1. Next applicable interest rate: 7 1/4% per annum
2. Interest payable on next interest payment date: US\$ 389.72 per US\$10,000.00 nominal
3. Next interest payment date: November 12, 1987

BA Asia Limited  
Reference Agent

U.S.\$100,000,000  
FLOATING RATE DEPOSITORY RECEIPTS DUE 1987  
Issued by The Law Debenture Trust Corporation plc evidencing entitlement to payment of principal and interest on deposits with

**BNL**

**Banca Nazionale del Lavoro**  
(incorporated as an Istituto di Credito di Diritto Pubblico in the Republic of Italy)  
London Branch  
Notice is hereby given that the Rate of Interest for Coupon No. 8 has been fixed at 7 1/4% pa and that the interest payable on the relevant Interest Payment Date, August 11, 1987 in respect of US\$10,000 nominal of the Receipts will be US\$191.67 and in respect of US\$250,000 nominal of the Receipts will be US\$4,791.67.

May 11, 1987, London  
By: Citibank, N.Y. (CSSI Dept), Agent Bank  
**CITIBANK**

## Interest Rate Change

Allied Irish Banks plc announces that with effect from close of business on 11th May 1987, its Base Rate will be reduced from 9 1/2% to 9% p.a.

**Allied Irish Bank**

Head Office — Britain: 64/66 Coleman Street, London EC2R 5AL. Tel: 01-588 0691 and branches throughout the country.

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# Has your bank ever delivered money as much as 200 points below LIBOR?

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That's typical of the kind of performance Bankers Trust delivers in the global capital markets. Performance that regularly lowers borrowing costs for issuers, or increases yield for investors.

What's behind this performance? First and foremost, it's the ability of

our capital markets specialists to structure innovative transactions that perfectly match the needs of clients with the demands of the market. In the past year alone, they've

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Easing the process even more is our proprietary software and information systems which allow us to complete even the most complicated transactions with unusual speed and at low cost.

Other issuers for which Bankers Trust has carried out financings at rates below LIBOR include Philip Morris, for which we were co-book runner on a (US)\$100 million three-year, fixed-rate Eurobond issue that was swapped into floating rate dollars. The issue was part of a refinancing program related to Philip Morris' acquisition of General Foods.

Small wonder, then, that in a recent *Euromoney* poll, corporate and sovereign swaps users worldwide voted Bankers Trust to be the very best overall performer in the swaps market. Bar none.

Today, as worldwide merchant bankers, Bankers Trust enjoys a commanding position in investment banking, corporate finance, and money, securities and currency trading. Since we have no vested interest in any of these forms of financing, we can select, combine or modify them in ways that best suit our customers' needs. So an increasing number of clients are looking to us for services like these:

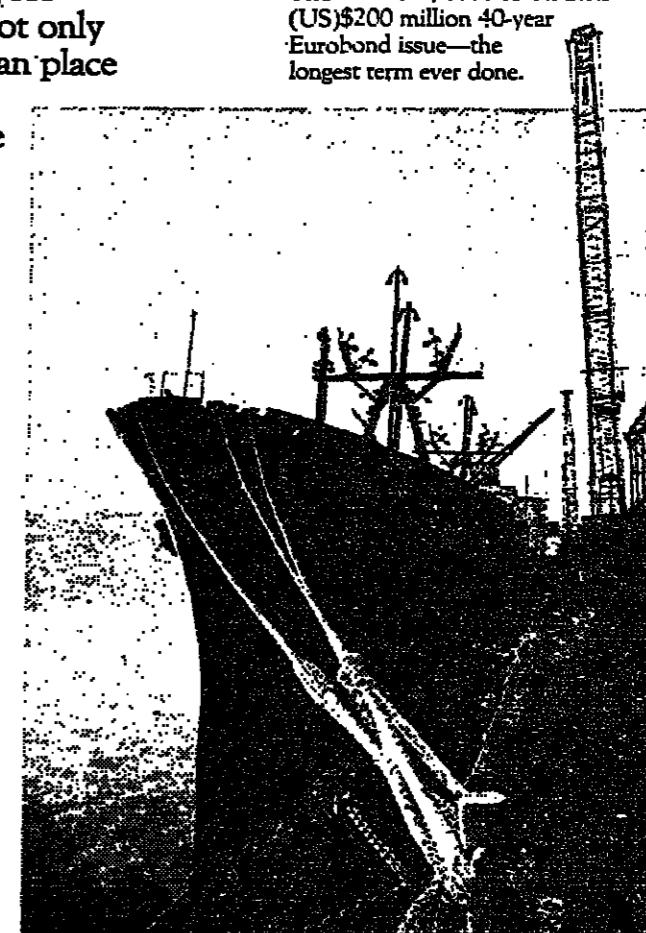
**Management Buyouts**—As a leader in structuring and arranging the financing for management buyouts, Bankers Trust not only can provide the senior debt, but also can place the subordinated debt and equity.

**Eurosecurities**—As a major force in the Euromarkets, Bankers Trust lead-managed 51 Eurosecurity offerings totaling \$7 billion last year. We are one of the most active participants in the secondary market, where we are a market-maker in over 600 different Eurosecurities.

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Over the last two years, Bankers Trust has lead-managed ten issues for SEK. We were book runner not only on their history-making (US)\$200 million Eurobond issue at more than 200 basis points below LIBOR, but also on their (US)\$200 million 40-year Eurobond issue—the longest term ever done.



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## UK COMPANY NEWS

Nick Garnett looks at the restructuring of cable maker BICC

## Limbering up for the acquisition trail



From 11th May, 1987

**Toyo Trust International Limited**  
will be operating from its new premises at  
**36 Queen Street, London EC4R 1BN**

Telephone Numbers:

General: 01-2365272 Syndications: 01-248 2685  
Traders: 01-236 1651 Sales: 01-236 0596  
Telex: 8811456 TYTINT G

BICC, the electrical engineering and construction group and the world's third largest producer of cables, looks ready to stretch its legs.

After two years of quiet, but improved housekeeping, partial restructuring and new plant building, one of the stalwarts of UK medium engineering is feeling confident enough to add substantial chunks of its business portfolio.

The progress of 20 or so medium and large UK and US companies engaged in activities which are near to or overlap those of BICC, are now being watched very closely by a small acquisition team in BICC's new offices.

With pre-tax profits last year of £101m on turnover of £2.14bn that has remained largely static for three years, BICC has a non-controversial image.

However, the board has recently been working on this, selling off non-core businesses, reducing overheads, putting in much tighter cost controls, decentralising management and buying one or two complementary businesses.

In the recent growth has still been seen from construction subsidiary, Balfour Beatty, with cables making the kind of profit that excites no one. A sliding profit trend overall, though, appears to have been halted while a much better cash position has helped to bring gearing down to 6 per cent from 31 per cent in 1985.

In the early 1980s, BICC—whose original cable making grew up on what is now Mersey-side, was a bit of a disappointment. It kept promising to sharpen up its operations—some of which looked distinctly—but failed to deliver. Its reputation in the City for managing its assets was pretty low.

This is now changing, even though the "uncontroversial" tag is not. Sir William Barlow, chairman of the group, joining it in 1984, says it is not been much into buying or selling, or any other activity with which it is totally unfamiliar. "We are not going to become a conglomerate, or anything like that."

However, BICC—which employs 18,000 in the UK (excluding 8,000 contract construction workers) and manufactures in 13 other countries—is looking very hard now at adding a third leg to its two principal interests.

These are cables (38 per cent of turnover) and Balfour Beatty (which carries out a lot of electrical-related work, like overhead power transmission as well as construction, and accounts for a half of group sales).

Mr Robin Biggarn, the group's chief executive, who joined the company as managing director of the power division of 18 years ago, has not been decided yet what that leg will be. "We want to build up businesses for the longer term that will make sense and stand the test of time."

It might involve buying a big lump of power engineering, Babcock is one company in the list of 20, and BICC is working with it in a consortium bidding for the Yue Yang power station in China.

Mr Biggarn is a bit coy about this one. GEC, he says, would be more logical as a suitor of Babcock with BICC about number six down a list of companies that would make a good fit with it.

A third leg could be house-building. "We have an objective of becoming a major housebuilder. We are building up a land bank and a management team," says Mr Biggarn.

At the moment, Balfour Beatty constructs around 400 houses a year, less than half the number that would put BICC among the top 20 UK builders. So far the group has been put off by the fancy costs involved in buying a substantial house-building company.

Another area BICC has been looking at is the expansion of a disparate group of control and systems companies it already owns in its so-called technologies division.

One of eight companies made £1.5m profit last year, down from the previous year, and with generally flat sales. Nevertheless, BICC believes there is considerable growth potential, particularly in systems design and local networks.



Mr Robin Biggarn (left), chief executive, and Sir William Barlow, chairman, of BICC.

"We would like to have a clutch of systems-related businesses," says Mr Biggarn.

In the past year, BICC has actually acquired three companies which have complemented existing activities. It bought a half share in Heery of the US, and purchased the building services division of Baden, adding mechanical engineering services to its Balfour Kilpatrick electrical engineering operation.

It also bought the Imhof-Bedig group of companies, which complement BICC-Vero in its technologies division, as well as taking a 30 per cent share in the Devonport dockyard consortium.

However, Sir William indicates that apart from the acquisition of small businesses in activities familiar to BICC, the group expects to purchase at least two or three medium-to-large companies within the next future.

too much fuss and bother. Cables was restructured from a company operating in 14 business units to one with four market orientated divisions, and its workforce cut from 12,500 to under 7,000.

Mr Biggarn says more work needs to be done, bringing out new cables serving high tech applications while maintaining the division's world cost competitive.

No core businesses sold off include Babcock, a power supply company which bought a cold steel when the personal computer market slumped; a furniture making company, cable drum making unit, and a scrap metal business.

Meanwhile, six new factories have come on stream since 1984, five of them in the technologies division.

Nine directors have gone for one reason or another. One third of BICC's senior managers are new to the company over the past two years, while another third were in the company, but are now in different jobs. Only a third hold the posts they did before Sir William came. His office stamp is now from 290 to 200.

Sir William is much of the work since he came has been on rationalising product lines in cables, more careful setting of prices, better cash management and paying more attention to the attributable profit level.

"Short-term cash can be generated while you are doing what you ought to do for a company like this. I like growth, but I also like good core businesses that turn in a reasonable profit."

## PENDING DIVIDENDS

Dates when some of the more important company dividend statements may be expected in the next few weeks are given in the following table. The dates shown are those of last year's announcements except where the forthcoming board meetings (indicated thus \*) have been officially notified. Dividends to be declared will not necessarily be at the amounts in the column headed "Announcement last year."

	Date	Announcement last year	Date	Announcement last year
Allied-Lyons	May 19	Final 9.25	Harland & Wolff	May 28 Final 15.5
Aspac British Foods	May 19	Final 4.2	Land Securities	May 13 Final 8.9
Aust & NZ Bank	May 19	Interim 18cts	Marine Box	June 9 Final 12.9
Barclays	May 21	Interim 4.27	McDonalds	May 29 Final 10.5
Bass	May 20	Interim 4.2	Pilkingtons	June 11 Final 8.5
Beacham	June 11	Final 9.8	Pilkingtons	May 22 Final 1.72
Boots	May 28	Final 4.8	Poly-Feek	May 20 Interim 1.75
British Airways	May 19	Final due	RHM	May 29 Final 7.617
British & Irish Distillers	May 15	Final 2.8	Redland	May 28 Final 16.01
Costa	May 28	Final 5.5	Rens Int'l	June 4 Final 16.01
Courtaulds	May 28	Final 4.76	Santech	May 14 Interim 7.34
De La Rue	June 3	Final 24.76	Selbybury	May 20 Final 3.85
English China Clay	May 14	Interim 4.25	Shares	May 12 Final 2.8
Europeans Ferries	May 28	Final 3.85	Shoreline	June 6 Final 1.48
Exxon	May 8	Final 5.0	Stockhouse	June 5 Final 5.7
Falcons	May 22	Final 1.15	UEI	May 11 Final 3.5
Imperial	May 28	Final 1.15	Whitbread	May 21 Final 5.55
Grand Met	May 14	Interim 4.0	Wimpy International	May 29 Interim 3.2
Grasim	June 3	Final 4.8	* Board meetings: Intimated. † Rights issue since made. \$ Tax free. \$ Scrip issue since made. 1 Forecast	
Hanson Trust	June 3	Interim 1.4		

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11th August, 1987

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11th August, 1987 will amount

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CapitaListn.	Company	Change Gross Yield	Price on week div. (p) P/E
8.381	Asa. Brit. Ind. Ord.	157	— 7.3 4.6 9.6
—	Asa. Brit. Ind. Ord. Sh.	163	— 6.1 4.1 5.7
—	Asa. Brit. Ind. Ord. Sh.	163	+ 2 4.0 1.9 5.7
9.210	BBG Dividend Group (USN)	76	— 1.4 1.3 1.9
72.938	Bardon Hill	230	+ 8 4.6 2.0 26.1
8.167	Bray Technologies	147.6	+ 17 4.7 3.2 11.8
1.278	CCG Group 1985 Conv. Pref	101	+ 2 2.2 1.5 9.6
16.052	Carborundum 7.5% Conv. Pref.	128.6	+ 134 10.7 7.9 5.9
655	Carborundum 7.5% Pref.	94	— 10.7 11.4
1.771	Ciba-Geigy	120	+ 2 3.7 2.5 2.5
0.609	Jackson Group	125	— 1.4 1.4 1.4
82.260	James. Burroughs	373	+ 8 6.1 4.9 8.6
3.212	James. Burroughs Spec. Pref.	125	+ 12.5 10.5 10.5
4.178	Multhorpe NV (Amerse)	605	+ 35 1.7 1.7 1.7
9.261	Record Ridgway Ordinary	88	— 0.2 0.2 0.2
2.222	Record Ridgway 10% Pref.	88	— 14.1 18.4
2.427	Rosen Jenkins	93	— 2 3.7 3.7
4.152	Rowntree	157	+ 3 3.7 3.7
3.832	Todays and Carlile	320	+ 5 7.9 6.9 9.5
1.498	Trowill Holdings	177	+ 1 2.2 1.6 6.9
1.020	Unilever Holdings (SE)	144	+ 5 5.0 5.0 5.0
37.233	Walter Alcock	150.6	+ 3 17.4 15.2 15.0
4.434	W. S. Vates	150.6	+ 3 17.4 15.2 15.0
4.864	West Int'l. Hsop. (USN)	110	+ 8 5.6 5.1 15.7

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# FINANCIAL TIMES SURVEY

**As computer hardware prices have fallen, the software has become more expensive. But from the suppliers' viewpoint there are increasing pressures to deliver software systems on time, within budget and to the clients' satisfaction, as Philip Manchester reports here.**

## Choices now more critical

**THE COMPUTER** software agent consultancy Coopers & Lybrand confirms this view. "The evidence lies in the increasing percentage of projects which have characterised the most volatile and unpredictable of industries since its early days.

It is moving from a position where the received wisdom was that the "package," generalised software which could be sold to a wide spectrum of customers without modification, held all the advantages in terms of cost, ease and speed of installation. Now, as the real cost of computing has decreased and the power of system development software has increased, the emphasis is moving in the other direction — which is not to say that the package industry is threatened with collapse, but there is a growing belief that it is becoming cost-effective again to develop software for specific applications using a whole raft of new development tools, programming environments, fourth generation languages, data dictionaries and the like.

Europe and the UK should benefit from this trend. Well behind the US in the supply of packaged software (the US has over 50 per cent of the world packages market), they should be able to make a good living from the supply of custom and semi-custom software. A recent industry analysis by the man-



Seeking finger-tip solutions, using one of the most valuable assets of any company — information. The operator above is accessing a corporate data base, using a Fusion information management system from Pansophic, California.

# Software in Business

have had to look more closely at how they manage development projects, as well as looking at the technology of building software systems.

At the same time, software has become big business. As well as the star performers such as the US personal computer software suppliers, Microsoft, Lotus and Ashton-Tate, the European software developers are doing well, too.

According to International Data Corporation (IDC), the market for software in Europe is growing at an average rate of 22% a year, with a 1986 growth forecast to reach 25% this year.

Since 1984, the European market for software and related ser-

vices has nearly doubled in size from about \$13bn to an estimated \$29bn this year. By 1990, IDC expects the market to almost double again to more than \$42bn.

The market is split into five categories: packaged software; custom-built software and consultancy; training; facilities management; and processing services. The first two categories, which represent the bulk of software activities in Europe, account for nearly two-thirds of this revenue and they are also the areas of largest growth.

In the UK, for example, packaged software represents about 41% of the total market, worth \$3.8bn this year, according to IDC. Custom-built software

accounts for a further 28%.

To meet the demands of this market, the software industry has had to turn its back on its amateur roots and become more professional. There was a time when software development deadlines were often little more than guesswork, so that users expected software to be late. But in the past five years, the combination of external pressure from users and advances in development technology have produced an increasing number of successful projects. The software systems that were installed during the Big Bang are good examples.

Mr Geoff Holmes, a director of the UK software developer, Systems Designers (SD), cites the

recent experimental fighter aircraft project as another example. SD and other UK suppliers built the complex software for British Aerospace's experimental fighter using modern project management techniques and advanced software engineering technology.

"The de-briefing report on the fighter project is a testimony to the usefulness of such tools," says Mr Holmes.

He adds that glowing testimonials are also useful as marketing devices. A major problem for many software developers is convincing their customers that high investment in the design phase of project can reap benefits later.

"You can repeatedly tell peo-

## CONTENTS

Software applications: ever-widening scope in industry and commerce	2
Desktop publishing: a new era in graphics and charts	3
Packaged software and the impact of the 32-bit micro-processor: a big impact on personal computing	5

Profile: Ashton Tate, a seven-year success story

4

Building software from scratch or buying packages: key questions facing users

Market shares and growth of computing services

Graphics packages: more help for decision-makers

"We see it as a major opportunity to bring together a set of technologies including project management, on-line tutorial systems and other training technologies."

"The aim is to bring all of the activities at implementation together under a project management system and automate them as far as possible," he explains.

The company originally developed the implementation Workbench for its own use. It needed a more formal approach to cut the cost of putting in its database products and evolved it over a number of years before it was adopted by one of its customers.

"In the end, our customers began to ask for it," says Mr Goldman.

The evolution of this product typifies a trend towards better management that has helped to improve the software industry's ability to deliver projects on time.

Logica, another major UK software developer, has also evolved into more project management methods which it has started to sell to its customers. Logica, unlike Cullinet, has gained its experience and skill mainly from building large-scale software in government and financial sectors.

Mr Richard Berg of Logica says that the company "has taken professional project management seriously for more years than I can remember."

The importance of software "has grown dramatically in the eyes of the user and the larger software companies have responded to this," he adds. "A public company needs to be efficient and profitable so we are constantly reviewing software engineering technology and management methods."

Logica has developed what Mr Berg calls a "central methodology" which is applied to all of its development projects. But it also allows for what customers might want in the way of tools and methods. He stresses that it is not a dogmatic approach — "it is just a series of quality development tools and a well-defined approach."

Logica recognises that users have their own habits and preferences. Any management method that Logica adopts must be able to cater for this. Furthermore, it makes it much easier to market. Logica's Life Cycle development system is now commercially marketed.

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## SOFTWARE IN BUSINESS 2

Software system applications in the motor industry

### Making data make more sense

THERE ARE very few motor industry suppliers which have contracts with both General Motors, the world's largest automotive group, and Ford, the second largest. But Alison Associates, a company which specialises solely in the design of computer software systems for vehicle manufacturers, is among the select few.

Last month, Ford of Britain told its 400 main dealers that it was now using Alison's dealer management system, which has been in use since 1971, in favour of one devised by Alison.

General Motors in the UK, where it uses the Vauxhall, Opel and Bedford names, has been a customer since early 1986. Alison is now GM's biggest single customer, a system called Tracker.

Peter Batchelor, marketing director, Vauxhall Motors, points out: "From our point of view it is vital to know what is happening at the retail end. We need to know about dealer profitability, the volumes we are selling. If we don't have profitable dealers, we don't have a shop window from which to sell our products."

"Alison has a small but very professional team who know what dealers want."

GM's previously-recommended computer-based dealer management accounting system attracted fewer than 300 dealers. Already about 500 of GM's 650 UK dealers have signed up for Tracker.

"We were not getting particularly good data from the old system. Alison works to punch data which makes the output more meaningful," says Mr Batchelor.

"Tracker has added tremendously to inter-company comparison throughout the GM dealer network. We can compare similar-sized dealers or the national average, or the ten best."

"The system helps GM help the dealer because we are reporting on national dealer trends and changes in the market," says Ian Napier, manager, dealer operations, Ford of Britain, says the system Alison devised for his company will "speed up the process whereby dealers are able to assess their performance against national norms. It will help dealers to react quickly,

to improve their company's business efficiency and we are extremely pleased with it."

Alison is based at Reading, Berkshire, employs about 20 people and last year had a turnover of about £1m. It now has 17 major motor industry clients, ranging alphabetically from Citroen to Volvo, who between them sell eight out of ten new cars in the UK. About 25 per cent of the franchised car dealers in the UK are now Alison's clients.

The key to Alison's current success is an innovative approach to dealer-composite systems.

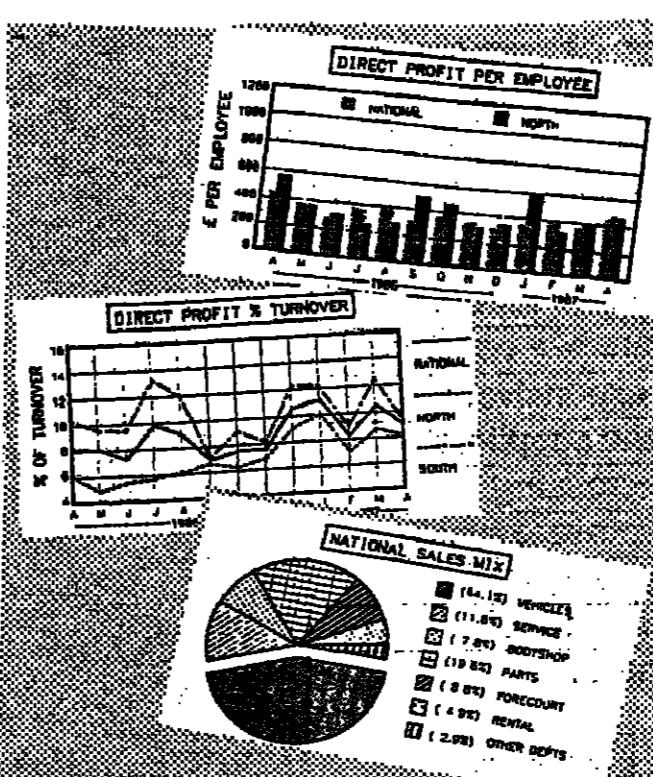
Chris Bennett, a solicitor who started the company in his garage in 1978, says it has always been his view that computers should be as tools for management and "unless they can provide management with assistance in the difficult task of daily decision making, they are worthless."

"Individual dealer managers, both at board level and at departmental level, need information and they need it quickly. This problem of communicating information to busy management is not solved by the traditional solution of printing a large volume of numbers on paper."

"Numbers are, of course, always necessary but information on crucial trends and developments can only be effectively communicated via graphics." So Alison has become expert



Christopher Bennett, managing director of Alison Associates; and, right, graphic examples of AA's composite and management accounts.



Preparation of a report takes

no more than three days following receipt of the information.

Ford has asked for the turn-around to be cut to 48 hours for

which this is done online.

Alison keeps ahead of its rivals from the big computer software bureaux (Alison fought off competition from three international software companies to win the GM contract).

able "profit clinics" to be established in which several non-competing dealers from the same franchise and from different regions can use reports produced by Alison as a basis for swapping ideas about why one is doing better than another.

This idea has so much appeal that 190 GM dealers signed up for the clinics as soon as they were told about the possibility.

Mr Bennett says: "Most dealers have very sophisticated accounting systems and have invested heavily in transferring them to computer-based systems. It helps the dealer tremendously to have his performance rated against the national and regional averages."

Most dealers take a very positive view and do not see the Alison system as a "big brother" watchdog. In any case, many manufacturers, including GM and Ford, insist under the terms of awarding the franchise that dealers present them with monthly management accounts.

Where dealers are suspicious and not bound to give the information, Alison will not hand on details to the manufacturer unless the dealer gives permission.

Various procedures are used to ensure confidentiality. To take a simple example: there is careful screening of the envelopes in which the reports are sent to dealers to make sure that nobody receives a competitor's report.

Mr Bennett suggests "there are not many companies of our size with so many blue-chip customers." The only major manufacturers who are not on the list are the Volkswagen-Audi importer in the UK (a Luton subsidiary which uses an in-house dealer management accounting system) and Austin Rover.

He has some hope that at least one of them will join his client-list before long.

Kenneth Gooding

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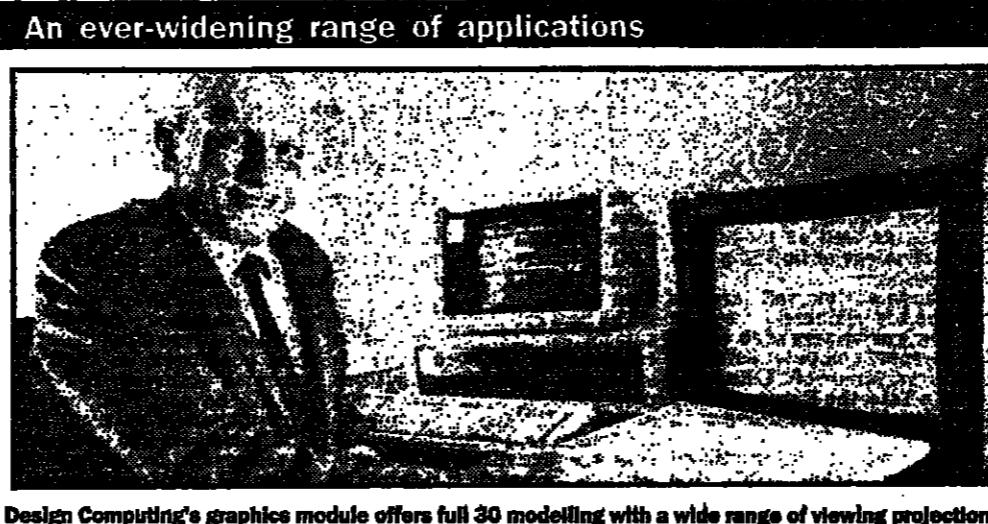
### Car plant quality control

JAGUAR CARS has awarded a contract in excess of £400,000 to Logica for the development of a quality surveillance centre at its Coventry car assembly plant.

The order is for the first of three phases to be implemented by Logica. It will provide a distributed shopfloor quality system incorporating advanced computer-based speech technology and teletext.

The system will significantly change the way in which a production line inspector works. The traditional clipboard and quality checklist will be replaced by a radio handset. The computer will synthesise human speech to direct the inspection process, and the inspector can report by speaking to the computer. Any faults found will be rapidly fed back to the assembly lines, warning workers to take more care in the identified problem area. Sophisticated teletext techniques will be used to direct fault information to tracksides TV monitors in those zones originating faults.

By generating rectification notices for any faults found by managing the whole rectification process, the system will help to prevent any faulty cars from leaving the factory. Historical quality information will be maintained and analyses performed in support of medium and longer term management action.



Design Computing's graphics module offers full 3D modelling with a wide range of viewing projections, including orthographic, trimetric and perspective.

This integrated system will use a factory-wide broadband local area network for communication between its constituent hardware - IBM-PCs on the shopfloor for speech-driven inspection and fault rectification. Logica-developed hardware to support teletext on the assembly line TV monitors; and a DEC microVAX running an ORACLE relational database application in the quality assurance department.

Rapid feedback of fault information and the disciplined management of fault rectification will provide benefits through cost savings from reductions in fault rectification production disruption and warranty claims.

### Banking software forum

A NUMBER of major banks in the UK which use financial software from MSA (Management Science America) have formally established the Banking Users' Group (BAUK).

The group's chairman, Mr Michael Everington of Midland Bank, sees it as a significant development in a sector where such user groups are not traditional, not least because of technology has become more competitive.

MSA claims to be the world's leading supplier of IBM mainframe applications software with over 14,500 systems installed. In 1986, revenues exceeded a \$193.5m.

strategic issue in terms of competitive advantage.

The group, independent of MSA but set up with the software company's support, has been founded by the Midland Group, Kleinwort Benson, the San Pacific Bank and the Westpac Banking Corporation - all of which are using financial application packages from MSA, including general ledger, accounts payable, information expert and financial controller systems.

Michael Everington, head of the Midland's accounting development unit, first mooted the idea of such a forum. The group will meet monthly to discuss major issues and identify common requirements for developments and enhancements to the MSA products.

Mr Everington's intention is to have both data processing and end-user representatives at the meetings and he is keen to stress that the group will "roll up its sleeves and won't just be a paper-shifting committee."

According to MSA, the last 12 months have seen a sudden rise in the use of packaged software by financial institutions, with deregulation bringing a focus to back-office systems as the market becomes more competitive.

MSA claims to be the world's leading supplier of IBM mainframe applications software with over 14,500 systems installed. In 1986, revenues exceeded a \$193.5m.

With assistance from their financial advisers, Design Computing went on the venture trail.

The search led Design Computing to Prelude Technology Investment, a venture capital organisation, based in Cambridge.

Keith Padbury, one of the founders of Prelude, comments: "We are more than just a cash injector. We all have experience of running an expanding business in the technological sector and have either technological or financial backgrounds. This means we are able to provide considerable as well as financial direction."

Prelude agreed with Design Computing to set about finding a high calibre marketing team with a sound knowledge of CAD and the European marketplace - qualifications necessary for the proposed European distribution network.

The necessary expertise was found in the form of John Meaney and Nigel Payne. The two have subsequently joined forces to form Design Computing Europe, a wholly-owned subsidiary of Design Computing. Meaney comments that "all too often product development fails because the developer is unable to identify and assign the correct distribution channels. Good product developers are unlikely to be experts in marketing and distribution problems."

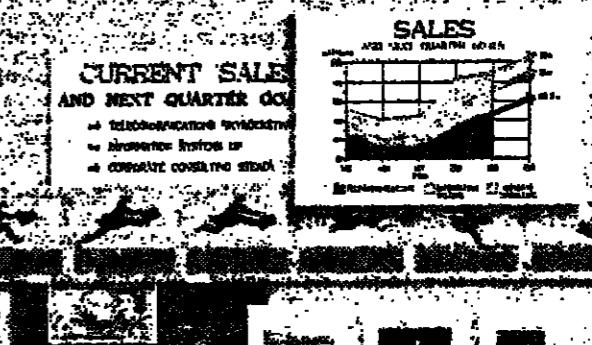
Prelude agreed to inject £400,000 into Design Computing at the end of November 1986, giving Padbury a seat on their board.

### New system to help architects

WITH THE launch of Design Computing, Mr Bob Phillips, the Bristol company's managing director, is determined to change the architect's way of life, and more importantly work.

He has some hope that at least one of them will join his client-list before long.

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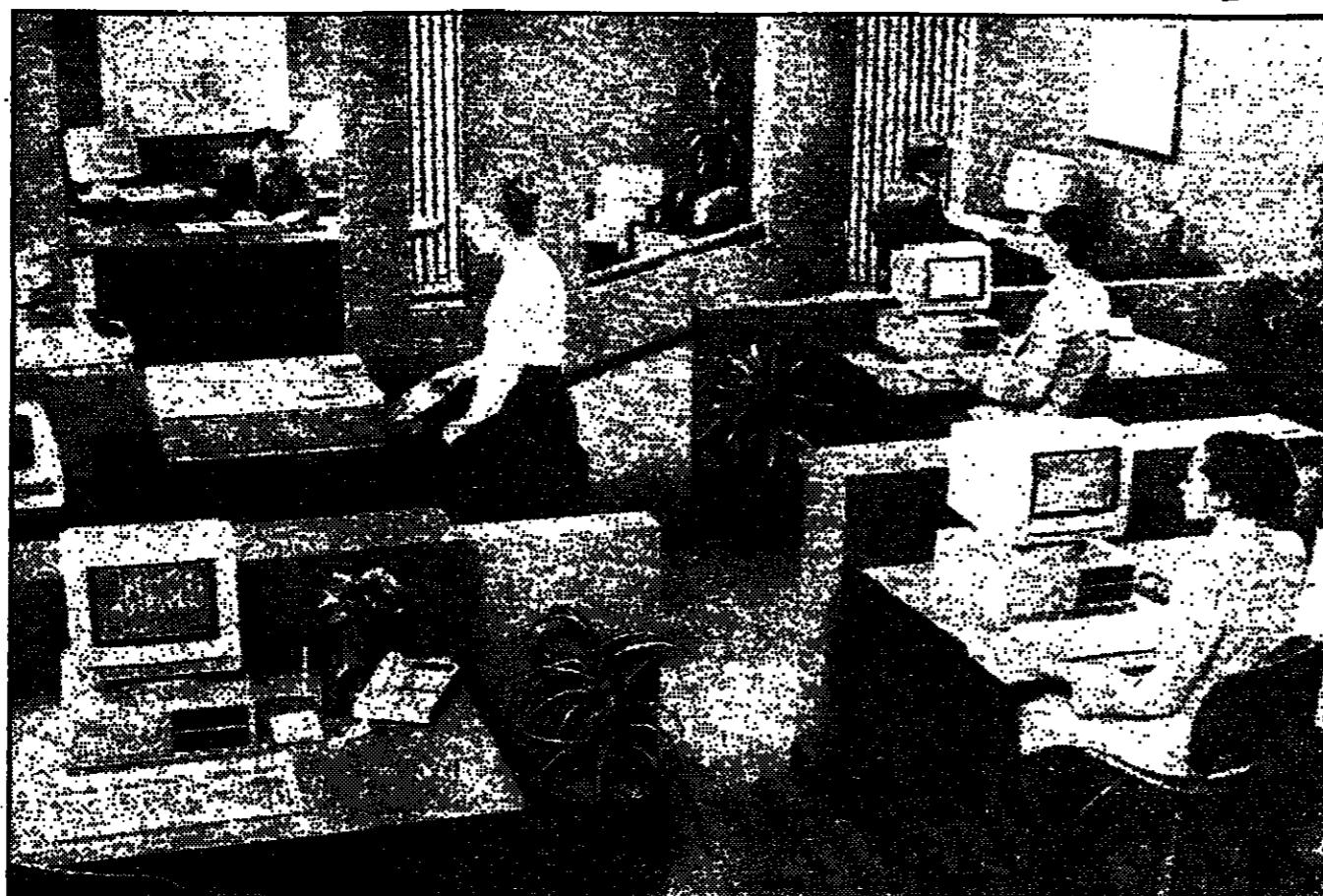
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## SOFTWARE IN BUSINESS 3

## Desktop publishing

## Optimism over long-term prospects



Mastering office paperwork: Systems to manage documents for workgroups ranging in size from a few people to hundreds are assembled above, from Xerox Document Solutions equipment. Personal computers and word processors can share a laser printer, so even a small office can create professional-quality publications. Equipment configurations are determined by needs of individuals, workgroups and job

DESKTOP publishing "turns highly paid executives into second-rate designers"—this is the view of one part of the computer industry, particularly of those suppliers who are not entering the market.

On the other hand those who have entered the market predict that desktop publishing software will eventually be as commonplace in the office as the spreadsheet or even the photocopier.

On the latter view, there is an underlying belief that corporate man no longer wants to communicate with words only but with lots of graphics images and charts, and with a choice of many different typefaces and sizes.

After all, people do not think in sequential text mode, so why should they be made to express themselves in that way?

The reality lies somewhere between these two opinions.

"You get a slick presentation from the dealer," says Mr Jonathan Wright, joint managing director of Technology Services International (TSI), a specialist recruitment agency for information technology personnel.

"Then when you have bought the desktop publishing software, you realise that it is simply a page makeup package and that you really need separate packages for professional graphics, artwork and so on, all of which have to be integrated into one system."

"We are in the process of installing Xerox's Ventura desktop publishing software on IBM PC compatible personal computers but that alone does not give you a full desktop publishing system."

"It also needs significant skills because we find that even with aids such as screen icons and mouse pointers for keyboard-shy operators it is still very complicated to use."

"Having said that, we have found it to be very good for internal purposes. It does not produce camera-ready artwork for our internal advertisements, but it does allow us to produce rough layouts cheaply on a laser printer for proposals to clients before going to typesetting."

"You can still output it electronically to a diskette and send it off to a typesetter for page-up."

The electronic publishing market seems to be racing off in all directions at the moment, covering anything from word processing software with embedded typesetting com-

mands to full-blown computer-aided design graphics systems for major publishers and newspaper groups.

However, the prevailing definition of a desktop publishing system at present says that it comprises a personal computer based workstation connected to a laser printer for high-quality output, with optional image scanner input.

The Apple Macintosh personal computer has been the most successful in this market. Mr David Jones, who joined Apple UK as desktop publishing marketing manager in 1985, says: "As far as we are concerned, desktop publishing was born out of three principal elements."

"One is the Macintosh, and the features which made it important were the mouse pointer, the high resolution bit-map

display screen and the 32-bit microprocessor which had enough horsepower to move graphics around quickly.

The second element is the Laserwriter printer, driven by Adobe's PostScript, which is now the industry standard software for laser printers.

The third element was the ability to link the resources using AppleTalk to allow other Apples to come into a PC network.

The principal software product is Aldus's Pagemaker. Apple, Aldus and Adobe effectively pioneered desktop publishing.

In 1985, according to Mr Jones, there were less than 1,000 desktop publishing systems installed in the UK although there were other user-friendly, text-based systems around for people who wanted to produce newsletters, and so on."

Aldus's Pagemaker pulls in text, graphics and scanned image files from other software packages and produces "command" files to drive laser printers or typesetters for output in seven present sizes from A3 to A5 or custom page sizes to a maximum of 17 by 22 inches.

Originally available for the Apple Macintosh only because IBM's PC graphics did not come up to scratch at the time, Pagemaker is now available for the IBM PC range.

Mr Derek Grey, managing director of Aldus UK, says:

"Some predictions put the worldwide desktop publishing market at \$5bn by 1990, but the reality is that nobody knows what it is worth."

"We support Pagemaker in seven languages. In our first 12 months of trading, we shipped more than 50,000 copies of the Macintosh version of Pagemaker, worldwide. An independent survey of compu-

ters dealers in the US puts us in fourth position in US software sales behind companies like Lotus and Ashton Tate.

"Our view is that we are at the same stage as the spreadsheet was about six or seven years ago when people thought it was only going to be used by specialist users for sophisticated financial modelling."

"The fact is that today almost every PC has one and there is no doubt in my mind that desktop publishing software will go the same way."

Mr Charles Gescheke and Mr John Warnock, co-founders of Adobe Systems, both left the Xerox Palo Alto Research Centre where they worked in 1982, the home of many innovations. Apple's Macintosh design is very much based on Xerox's Smalltalk Research project, for example.

Mr Gescheke was involved in the research which led to the Xerox Star corporate publishing and documentation workstation, and also to the interpress printing protocol.

Our original business plan was to build a fully integrated system for printing and publishing," he says.

"This would have used a workstation, printer and typesetter, and would have involved selling not only software, but a complete turnkey system direct to the customer."

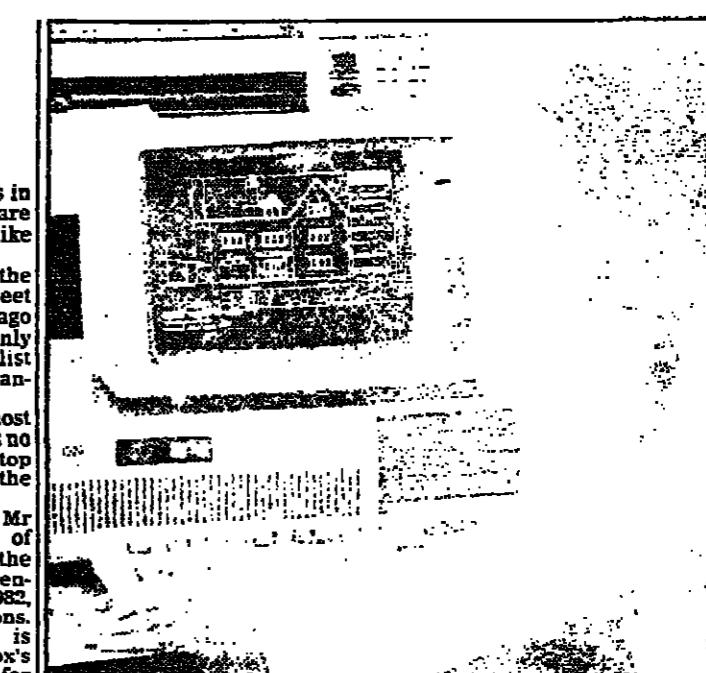
"We soon discovered that there were people both in computing and in typesetting who wanted to have access to faster technology but did not understand how to organise the software, so we changed our business to become a supplier to original equipment manufacturers (OEMs)."

The Apple Laserwriter was introduced in January 1985 and provided our first major client, but we also announced a relationship with Linotype which provided us with a licence to the entire type library, and which would lead to the development of a typesetter to incorporate our software and electronics design."

The IBM PC is still trying to catch up with the Apple Macintosh in desktop publishing, and the enhanced graphics facilities of IBM's newly announced Personal System 2 should help it along.

Xerox has already launched Ventura, based on Digital Research's Graphics Environment Manager (Gem) products. Several weeks ago, Digital Research itself launched its own Gem Desktop publisher.

Boris Sedacca



The CARES Eagle system in use

## 3D modelling package

A FULL 3D modelling software package with all the power and facilities of a mini computer system is now available for personal computers from Cars International Marketing of Derby.

Design applications include

industrial component manufacturing, domestic appliance manufacturing, architecture and interior, furniture and textil design.

The package is now available for IBM PCs and will provide users with the full facilities of the original system. Eagle was launched by Cars over seven years ago and is in use throughout the world for applications as diverse as process engineering and coal mine development, under the brand names of Acropolis and Minicad.

CIMI's new personal compu-

ter version cost £1,000, which includes training. This, the company claims, makes possible full-colour, intelligent 3D modelling turnkey systems for under £10,000.

Mr David Darn, marketing director, explains: "There is a major market for a low-cost, versatile 3D modelling system for PCs. The traditional route is to use this smaller end of the market to develop the systems building up to the mini computer scale or to reduce the facilities for larger systems."

Eagle was developed originally for the more powerful market and we are now making it available, with all its facilities, for the growing number of PC users. Our philosophy is that this version will allow them to prove the benefits of CAD systems without spending enormous sums of money," he says.

## Graphics software deal

PANOSOPHIC SYSTEMS, one of the world's leading independent software companies, is set to break new ground in the PC graphics arena through an arrangement with audio-visual communications consultants, Mediotech.

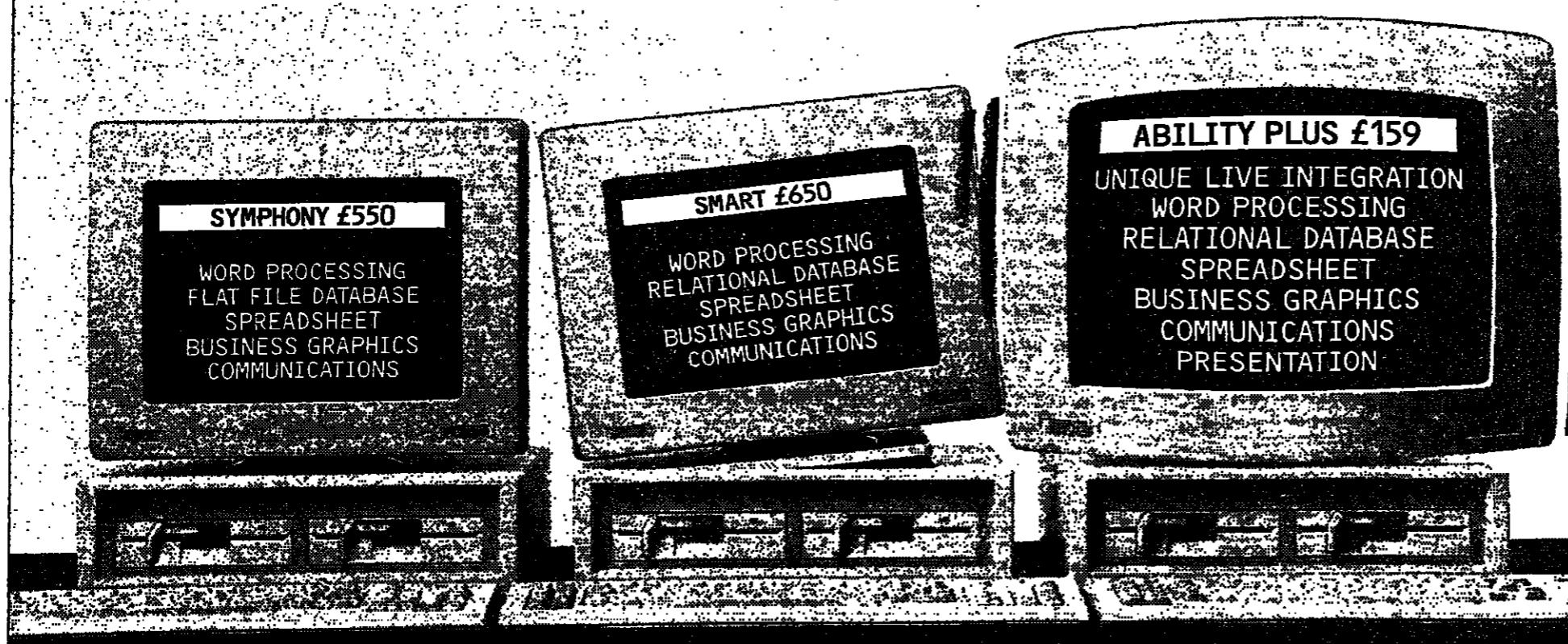
Under the arrangement, Mediotech will distribute Starburst Plus, the PC graphics package recently acquired by Panosonic from AVL. According to Mr Terry Ewing, Panosonic's vice president of European operations, Panosonic is

committed to developing the product and has already interfaced it with the D-PICT graphics product line currently running on mainframes and minicomputers.

"PC graphics packages are a totally new arena for us," said Mr Ewing.

Mediatech has been marketing Starburst Plus in the UK for a number of years. The company has a depth of experience in graphics and presentation tools which we believe will prove very useful."

## Now you know why we've called our latest integrated software package Ability Plus.



Not content with the phenomenal success of our Ability software package, we've created a new one, with more of everything which made Ability such a winner.

Ability Plus is quite simply, the country's most powerful integrated software package.

It outstrips its competitors both in terms of performance and price.

Ideal for the business and the corporate user, it includes features to give you a degree of flexibility across all functions, unmatched in the market.

Yet, just like Ability, it is incredibly easy to use.

WHAT DO I GET FOR £159?

A six function package, with impressive capacity

across all six elements, which is the last word in live integration.

Ability Plus comprises word processing, spreadsheets, business graphics, database, communications and Presentation! (the PC "slide show" builder). And it also gives you a saving of nearly £400 over the competition.

But perhaps most impressive of all is Ability Plus' fully relational database. Which means it can look up information, whether you're working with a spreadsheet, database, graph or document, then correlate it easily.

Inbuilt into its design are flexible and extensive data validation procedures. These, combined with

the backup and retrieval functions, give you complete data integrity and security.

All this is achieved without time-consuming and complex programming procedures. It has very comprehensive and advanced macro functions, so you can tailor your own system very easily.

Ability Plus gives you a really powerful word processor. It has an English spell-checker and it gives you features like subscript and superscript, triple line headers and footers, even decimal tabs.

And when it comes to importing and exporting files from other software programs, you'll find Ability Plus makes it simplicity itself.

Requiring just 384k RAM memory, it's a lot less

greedy than the 512k RAM of Symphony, for example.

Ability Plus gives you capacity, flexibility, seamless integration and yet (compared to the competition) it's child's play to operate.

## THE ABILITY PLUS HERITAGE.

Ability Plus is the latest software product designed specifically for the British market by Migen (UK) Limited.

Our successful understanding of precisely what the business software market needs is demonstrated by the impact made by Ability.

Common to both of them (and to the products we are currently developing) is ease of use, significant and pertinent features for the busy businessman and a truly competitive price.

We intend to keep on demonstrating that Migen, more than any other software company, has understood the need to put science at the service of the businessman, not baffle him with science.

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Migen (UK) Limited, 37 Dover Street, London W1X 5RB. Tel: (01) 499 4752.

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ALL PRICES SUBJECT TO VAT





## Jardine Matheson Holdings Limited

### Notice of Annual General Meeting

Notice is hereby given that the Annual General Meeting of the Members of the Company will be held on the top floor, Connaught Centre, Connaught Road Central, Hong Kong on Thursday, 4th June, 1987 at noon for the following purposes:

- 1 To receive and consider the Statement of Accounts and the Reports of the Directors and Auditor for the year ended 31st December, 1986.
- 2 To declare a final dividend.
- 3 To re-elect Directors and approve an increase in their remuneration.
- 4 To re-appoint the Auditor and authorise the Directors to fix their remuneration.
- 5 To consider and, if thought fit, adopt with or without amendments, the following Ordinary Resolution:

That:

- (a) The exercise by the Directors during the Relevant Period of all powers of the Company to allot shares and to make and grant offers, agreements and options which would or might require shares to be allotted be and is hereby generally and unconditionally approved;
- (b) The approval in paragraph (a) shall authorise the Directors during the Relevant Period to make and grant offers, agreements and options which would or might require shares to be allotted after the end of the Relevant Period;
- (c) The aggregate nominal amount of share capital allotted or agreed conditionally or unconditionally to be allotted (whether pursuant to an option or otherwise) by the Directors pursuant to the approval in paragraph (a), otherwise than pursuant to shares issued as a result of the scrip dividend, the proposed bonus issue of ordinary shares, conversions of the Mathesons Investments Ltd £5,500,000 7½% Convertible Unsecured Loan Stock 1987/92 and on the exercise of warrants issued by Jardine Matheson (Financial) Ltd, or rights issue, shall not exceed 10% of the aggregate nominal amount of the issued share capital of the Company as enlarged by the issue of shares pursuant to the proposed bonus issue of ordinary shares, and the said approval shall be limited accordingly; and
- (d) For the purposes of this Resolution:

"Relevant Period" means the period from the passing of this Resolution until whichever is the earlier of:

- (i) the conclusion of the next annual general meeting of the Company; and
- (ii) the expiration of the period within which the next annual general meeting of the Company is required by law to be held.

"Rights issue" means an offer of shares open for a period fixed by the Directors to holders of shares on the register on a fixed record date in proportion to their then holdings of such shares (subject to such exclusions or other arrangements as the Directors may deem necessary or expedient in relation to fractional entitlements or legal or practical problems under the laws of, or the requirements of any recognised regulatory body or any stock exchange in, any territory including, without limitation, arrangements relating to the disposal of shares which, by reason of such exclusions or arrangements, are not allotted to the shareholders who would otherwise have been entitled thereto).

By Order of the Board  
R. C. Kwok  
Company Secretary  
Hong Kong, 8th May, 1987

NOTES:

- 1 A Member entitled to attend and vote is entitled to appoint a proxy or proxies to attend and, on a poll vote instead of him; a proxy need not also be a Member of the Company. Completion and return of the proxy will not preclude a Member from attending and voting in person.
- 2 Concerning item 3 above, it is proposed that the non-executive Directors fees, which have not been reviewed since 1980, be increased from HK\$30,000 to HK\$50,000 each per annum with effect from 1st January, 1987.
- 3 Concerning item 5 above, the Directors wish to state they have no immediate plans to issue any new shares in the Company with the exception of the scrip dividend, the proposed bonus issue of shares, shares issued pursuant to the Senior Executive Share Incentive Scheme approved at the Annual General Meeting held on 8th June, 1986 and, on the conversion of the Mathesons Investments Ltd loan stock and on the exercise of the Jardine Matheson (Finance) Ltd warrants.
- 4 The final dividend will be payable on 12th June, 1987 to those shareholders on the register on 5th May, 1987.



**Jardine Matheson Holdings Limited**  
(incorporated in Bermuda with limited liability)

## Jardine Matheson Holdings Limited

### Notice of Special General Meeting

Notice is hereby given that a Special General Meeting of the Members of the Company will be held on the top floor, Connaught Centre, Connaught Road Central, Hong Kong on Thursday, 4th June, 1987 at 12.10 p.m. or so soon as the Annual General Meeting of the Company convened for the same day and place shall have been concluded or adjourned, for the purpose of considering and, if thought fit, passing with or without amendments, the following Ordinary Resolutions:

- 1 That the authorised Hong Kong dollar denominated share capital of the Company be and is hereby increased to HK\$2,000,000,000 by the creation of 400,000,000 ordinary shares of HK\$2.00 each.
- 2 That the Directors be hereby authorised to capitalise the sum of HK\$336,326,818 being the balance of the amount standing to the credit of share premium account and part of the amount standing to the credit of contributed surplus account of the Company, by appropriating such sum to the holders of ordinary shares on the Register of Members on 5th May, 1987 in proportion to their then holdings of ordinary shares and applying such sum on their behalf in paying up in full unissued ordinary shares of the Company of a nominal amount equal to such sum, for allotment and distribution creditively paid up to and including them being allotted in the proportion of two ordinary shares for every five ordinary shares held on that date and so that such ordinary shares (save for any dividend declared prior thereto) rank pari passu with the existing issued ordinary share capital of the Company. The Directors may do all acts and things considered necessary or expedient to give effect to such resolution, with full power to the Directors to make such provisions as they think fit for any fractional entitlements which would arise on the basis aforesaid (including provisions whereby fractional entitlements are disregarded or the benefit thereof accrues to the Company rather than to the Members concerned). The Directors may authorise any person to enter on behalf of all Members interested in the agreement with the Company providing for any such capitalisation and matters incidental thereto and any agreement made pursuant to such authority shall be effective and binding on all concerned.

By Order of the Board  
R. C. Kwok  
Company Secretary  
Hong Kong, 8th May, 1987

NOTES:

- 1 It is proposed to increase the authorised share capital in order to preserve the proportion available for issue by the Directors, following the bonus issue and pursuant to the Directors' mandate to allot shares to be renewed at the Annual General Meeting on 4th June, 1987.
- 2 A Member entitled to attend and vote is entitled to appoint a proxy to attend and, on a poll vote instead of him; a proxy need not also be a Member of the Company. Completion and return of the proxy will not preclude a Member from attending and voting in person.
- 3 The bonus issue share certificate will be despatched on 12th June, 1987 to those shareholders on the register on 5th May, 1987.



**Jardine Matheson Holdings Limited**  
(incorporated in Bermuda with limited liability)

## CONSTRUCTION CONTRACTS

### New Hong Kong building for Standard Chartered Bank

Standard Chartered Bank has awarded the contract for the redevelopment of the former Standard Chartered Building at 4-6 Des Voeux Road Central in Hong Kong to the GAMMON - NISHIMATSU joint venture. The superstructure is valued at about HK\$375m (over £30m).

Gammon-Nishimatsu joint venture is the contractor for the substructure works currently carried out on site which are expected to be completed by October 1987.

The new 161 metres high 40-storey tower, totalling about 100,000 sq. feet of lettable area, and includes two floors of retail shopping outlets at street level and walkways to adjacent buildings. Completion of the scheme and occupation by Standard Chartered Bank is expected in early 1990.

The terms of the contract include a contractor finance arrangement for 25 years during which period Gammon-Nishimatsu will lease the site while

Standard Chartered Bank will occupy the completed building, a retail shopping facility.

At the end of this period, the site and building will revert in total to the bank.

The bank says this arrangement ensures Standard Chartered's continued occupation of 4-6 Des Voeux Road Central and demonstrates both Gammon - Nishimatsu's and Standard Chartered Bank's continued commitment to Hong Kong, well into the next century.

Standard Chartered Bank will occupy the completed building, a retail shopping facility.

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up to 250 times more computer memory than its predecessors.

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a super super-fast AT

DAVID FRASER, M.D. MICROSOFT UK

a speed demon

USA TODAY

As far ahead of IBM's P.C. which kicked off the second generation, as the P.C. was ahead of the Apple II, which sparked the revolution a decade ago.

FORTUNE MAGAZINE

A MACHINE THIS FAST WAS BOUND TO PICK UP A FEW ENDORSEMENTS

At the fully featured end of things, Compaq has certainly shown the way ahead.

P.C. USER

twice as fast as IBM's fastest micro

BUSINESS MICROS

a quantum leap for desktop computing

P.C. BUSINESS WORLD

Experts here said the Compaq machine is everything they had hoped an 80386 machine would be.

USA TODAY

Overall winner is the Compaq Deskpro 386 which comes out on top for its speed, expansion potential both present and future and relatively modest price.

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DESKPRO 386



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**Continued on Page 45**



